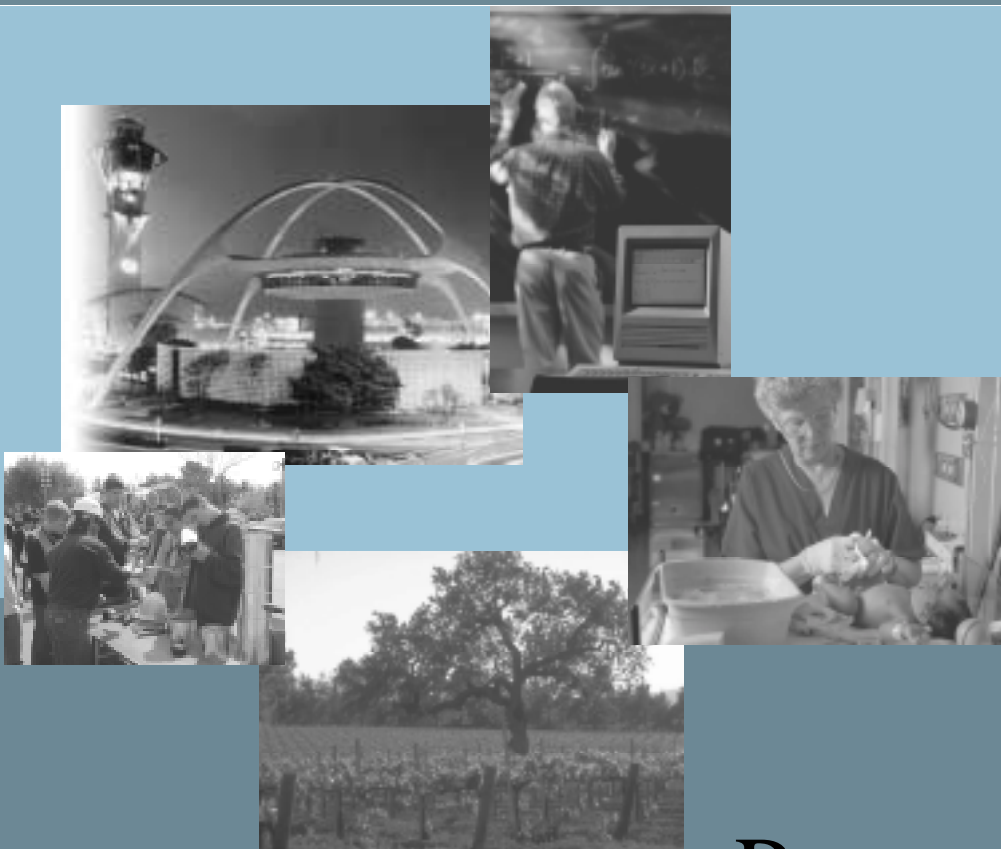


# DRAFT

## Workforce Investment Act Title I *California's Annual Report*



Program Year  
2002-03

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# *Introduction*

This report constitutes California's Workforce Investment Act (WIA) Title I Annual Report for program year (PY) 2002-03, the third year of WIA implementation. The report continues the practice established in last year's Annual Report of providing information to California's workforce development system stakeholders on initiatives introduced by the Governor and the California Workforce Investment Board (State Board), successful efforts of Local Workforce Investment Boards (LWIBs), participant successes, and cost and performance outcomes.

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## ***Background***

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In October 1999, Governor Gray Davis issued an Executive Order establishing the State Board to guide California's implementation of the WIA. The State Board, which includes State and local policy makers and key business leaders, provides policy recommendations to the Governor concerning WIA implementation. It is also responsible for establishing the vision and goals for California's overall workforce investment system.

*California's workforce development system is composed of the institutions and programs by which people are educated, trained, and retrained for employment and participation in the labor force. Included are all segments of the system - from K-12 education and postsecondary institutions such as community colleges and four-year institutions - to public and private sector training programs and the workforce activities of labor and community-based organizations*

*-Stephen Levy, Shared Prosperity and the California Economy*

*California's workforce development system must provide its customers – employers and workers – with the information and services they need to obtain education, training and skills upgrading responsive to the career opportunities and industry requirements of today's and tomorrow's competitive global economy. The State Board recognizes the diversity of community needs, and of local and regional responsibility for systems to meet these unique needs.*

*-California Workforce Investment Board, Strategic Plan 2002-03*

Having achieved the fundamental implementation of WIA during 2000 and 2001, the State Board, LWIBs, and their state and local partners and stakeholders continued to focus their attention during PY 2001-02 on specific implementation issues and challenges facing California. During PY 2001-02 the system was also faced with a slowing economy and a diminishing high-technology industry. Finally, the long-range consequences of September 11, 2001, required further assistance to the airline, hospitality, and other tourism-related industries.

At the same time that these events were unfolding, the Governor reformed California's workforce system by creating the Labor and Workforce Development Agency to assist the system in responding to the rapidly changing economy.

*As the Governor noted in his proposal, the State currently has multi-billion dollar job training programs administered by a number of state agencies, and these programs need to be more effectively integrated into the new federally-mandated workforce development system created by WIA, with the State Board overseeing California's implementation of the new system.*

*-California Workforce Investment Board,  
Strategic Plan 2002-03*

The State Board acted by conducting its second strategic planning seminar at UCLA in February 2003. This endeavor allowed the State Board to review, renew, and strengthen its strategic goals, which shaped a modified strategic work plan for 2002-03. Attesting to the State Board's desire to bring continuity to its roles in implementing the WIA, many of these efforts were summarized in the

2001-02 Annual Report and will be reflected in the current report as well.

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## ***Local Workforce Investment Areas***

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***"The story of the WIA in California is many stories. It is the story of urban and rural, northern, central and southern, agriculture and high tech. It is the story of a workforce development system that reflects the needs of local communities in regions throughout the State."***

***"50 Stories, One-System," California  
Workforce Association (CWA)***

In California there are 50 LWIBs, each comprised of representatives of business, industry, organized labor, education, and other key partners in local workforce, community and economic development, with a majority of members coming from the private sector. Appointed by the chief elected officials of their respective local workforce investment areas (LWIAs), they oversee workforce development in the LWIA and administer their share of the state's 400-plus One-Stop Career Centers. These LWIBs, along with their One-Stop service providers, must meet both federal mandates and local needs in terms of membership and representation.

California's 50 LWIAs face a wide range of distinct challenges arising from their economic, demographic, geographic, and political diversity. Some of these areas (such as NoRTEC, representing nine counties in the northeastern corner of the state) have formed regional workforce consortia by crossing over traditional city and county boundaries. Other regional efforts have

resulted from cooperation among distinct LWIAs, such as the Capital Area Investment Zone, comprised of the Sacramento, Golden Sierra, and Yolo LWIAs.

descriptions of initiatives introduced by the Governor, the State Board, and LWIBs, showing how those projects align with and amplify the State Board's strategic plan.

***Seven of California's metro regions ranked in the top 25 of all U.S. cities in terms of gross metropolitan Product for a combined total of \$1.098 trillion annually or approximately 78 percent of California's total. California's gross product of \$1.399 trillion (2001) ranked it fifth largest in the world after the United States, Japan, Germany, and the United Kingdom.***

***"The Role of Metro Areas in the U.S. Economy," U.S. Conference of Mayors, 2002***

California's commitment to local flexibility and control has naturally resulted in a multitude of differences among LWIAs in terms of service delivery, policy direction, and infrastructure. These areas are all different, yet addressing their needs is a unified effort – as exemplified by the title of the California Workforce Association's (CWA) *50 Stories One System*. This annual publication profiles local workforce investment in California; the second edition was issued in the spring of 2003.

The State Board was proud to co-sponsor the publication of *50 Stories, One-System*. By contrast, this Annual Report is not intended as a detailed, comprehensive profile of all 50 LWIAs. Rather, it is a "snapshot" of workforce investment in California, depicting the vital role played by the workforce development system in local communities and regional economies. Thus, CWA's publication serves as a companion piece to this Annual Report. The Annual Report consists of brief

# California Workforce Investment Board

*“... California shall have a comprehensive workforce development system of education and workforce preparation linked to economic development that sets the standard for the nation and the world.”*

*– State Board Vision Statement*

An essential guide to the State Board’s work during 2002-03 was its *Strategic Work Plan*, developed to assist the Board in forming and promoting the policies necessary to realize the State Board’s vision. This Strategic Work Plan sets an overall policy direction for the work of the State Board. The Plan was developed through a process that began with two strategic planning seminars, conducted in February 2002 at Stanford University and in February 2003 at the University of California Los Angeles.

A work group of State Board members, led by the State Board Chair and supported by staff and consultants, developed the Strategic Work Plan based on priorities developed during the 2002 seminar. It reviewed progress and modified the Plan at the 2003 seminar, expanding the original five high-priority goals to six. The six strategic goals are:

1. *To ensure that all workforce development partners have the most timely, relevant information about changing workforce needs and investment opportunities.*
2. *To be an effective partner and advocate, and bring system partners together.*
3. *To create, nurture and reward a culture of innovation among workforce development professionals.*
4. *To raise the quality of the “field of practice” and the performance of the overall workforce development system.*
5. *To ensure administrative excellence, including compliance with WIA requirements, to support the achievement of all strategic goals.*
6. *To provide leadership on issues involving the youth of California.*

The Strategic Work Plan is intended as a dynamic work in progress, changing to meet the changing needs of California’s



workers and employers, and evolving as the state's economy evolves.

By the time this report is submitted, California will have seen the unprecedented recall of its Governor, and the advent of a new administration with a mandate to make government more responsive to its citizens. The State Board stands ready to work with the new Governor. The State Board also looks forward to the development and implementation of effective statewide policies that maintain the flexibility to adapt to change while confirming the direction and values shared by the workforce development system. The State Board's efforts in this direction include:

- **A WIA Reauthorization Work Group** that will seek not only to identify and take positions on reauthorization issues, but to improve overall WIA implementation in California.
- **The State One-Stop Career Center System Certification** process, which anticipates WIA reauthorization, seeks to position California's workforce development system as a model for the nation. The State Board is proud that this policy is being crafted with the cooperation of federal, state, and local partners at every stage of development.

*At the State level, One-Stop certification shall (1) be a validation process for local One-Stop certification standards on a voluntary basis; (2) promote the statewide recognition of quality local workforce development systems; (3) enhance public awareness and increase usage of the statewide One-Stop system on the part of businesses job seekers, and other customers; (4) promote greater stakeholder and partner resource investments; and (5) strive for continuous improvement of customer satisfaction with the services received through California One-Stop centers and sites.*

*– State Board One-Stop certification policy statement, December 2002*

- **The WIA 25 Percent Dislocated Worker Fund Work Group** is charged with developing a statewide *Policy Framework* aligned more closely with California industries, responsive to industry changes and aimed at averting the need for major layoffs and their resulting worker dislocations.

The following chapters are organized consistent with the State Board's six strategic goals. Under each goal, examples of projects and activities are featured that further the achievement of the goal. These examples include state, regional and local efforts.



# *State Board Strategic Goal 1*

*To ensure that all workforce development partners have the most timely, relevant information about changing workforce needs and investment opportunities.*

## **The Council of Economic Advisors**

The State Board's Council of Economic Advisors is a volunteer group of 15 professional labor economists. The Council, recruited from the state's major economic research institutions, provides the State Board with the latest information on California's labor markets.

The Council was created consistent with and in response to Goal No. 1 of the State Board's Strategic Work Plan. During fiscal year (FY) 2002-03, the Council provided the State Board with updates on the California economy and labor market conditions, including specific studies of Los Angeles and Orange Counties and rural Northern California. Three critical studies concerning the economic progress of California workers and the stumbling blocks facing California's minorities, particularly Hispanics, were also presented to the Board.

The Council plans to continue providing these updates to the State Board. The most current research will also be

featured on the State Board's new Web site, which is currently in development.

## **California Regional Economies Project**

The California Regional Economies Project was implemented during FY 2002-03 as a crucial step in meeting the need for economic and workforce information. Like the Council of Economic Advisors, the Project directly supports the State Board's Strategic

Goal No. 1, and is slated to become a key resource in economic and workforce development planning. A potential bridge to connect economic and workforce policies with programs at state and regional levels, information from the Project will be compiled in reports for each of the nine regions identified by the California Economic Strategy Panel: Northern California, Northern Sacramento Valley, Greater Sacramento, the Bay Area, the San Joaquin Valley, the Central Sierra, the Central Coast, Southern California, and the San Diego Border Region.

Plans are underway for the Project to produce both an economic base report and an industry cluster (or cross-regional) economic and labor market study for each of the California regions, as well as monographs on key economic and workforce indicators in 2003 and 2004. These products will be presented and discussed at regional forums beginning in the fall of 2003.

Among the goals of the Regional Economies Project:

- Bring the experience and expertise of the employer community to the table;
- Develop and disseminate excellent, market-driven economic, labor and other information;
- In collaboration with partners, provide direction for state and local research agendas on economic and labor market issues;
- Provide a policy forum to examine critical issues facing the workforce system; and
- Recommend policies to improve information access, guide funding investments, and address critical issues.

## Local and Regional Efforts to Capture Information on Changing Workforce Needs

### *Imperial County Agricultural Roundtable*

In December 2002, the **Workforce Investment Board of Imperial County (WIBIC)** hosted an **Agricultural Roundtable**. State Board staff collaborated in facilitating the discussion, at the invitation of Mr. Efrain Silva, WIBIC Director and a member of

the State Board's **Farmworkers Work Group**. The Roundtable successfully targeted local farmers, elected officials, business and labor leaders, agricultural worker representatives, and other key community members. The purpose was to engage local industries and to explore local workforce investment opportunities in agriculture.

The meeting served to support and underline major conclusions that had already been identified by the work of the Farmworkers Work Group:

- The agricultural industry should be encouraged to identify career opportunities, as illustrated by the need for trained combine operators in Imperial County.
- Farmworkers possess transferable skills that have often gone underutilized. Developing these skills can help to address other local labor pool needs (e.g., Imperial County's need for certified workers in the trades).

Another outcome of the Agricultural Roundtable came about when WIBIC entered into discussions with the Imperial County Irrigation District and Imperial County Community and Economic Development (ICCED) regarding a proposed Eco-Park Project.

Imperial County has embarked on this project to acquire a renewable energy industry while developing a new field of agriculture: the production of ethanol for generating electricity and such by-products as animal feed and fertilizer. The county is supporting the development of an **Imperial Valley Eco-Park**, a green-technology industrial park where local growers will be able to

switch to “green energy” crops with high profit potential, such as sugarcane and sweet sorghum, for crops such as alfalfa, which are in over-supply and only marginally profitable.

The State Board partnered with ICCED, to develop the *Mesquite Lake Eco-Park Economic Impact and Labor Force Analysis*, to be prepared for the LWIB with the expectation of its applicability to all of California’s agricultural regions.

The report studies the Eco-Park’s economic impact, not only in the jobs and economic activity generated at the Eco-Park site, but in the ancillary benefits to other businesses throughout Imperial County. As the facility promises to generate new skilled and semi-skilled jobs in the processing plant and related industries, this report is intended to provide the LWIB with necessary information to meet the new workforce demands initiated by the anticipated economic effects.

### ***Workforce Investment Board of Ventura County***

***“The ‘State of the Workforce Report’ is a tool we all can use to ensure our programs are effective and contribute to our quality of life and long-term vitality-the essentials of a promising future.”***

***-Penny Bohannon Boehm, Chair  
Ventura County Workforce Investment Board***

To better understand the local labor market, the Ventura County Workforce Investment Board published its first *State of the Workforce Report*. This comprehensive report, compiled from public and private resources, provides extensive analysis of the Ventura County

workforce. The report interlaces data and analysis on issues that effect the county’s economy, including demographics, housing, transportation, childcare, and education. The report will guide the LWIB in developing services for local job seekers and employers.

### ***North Valley Job Training Consortium (NOVA)***

Each year NOVA sponsors two or three forums at which reports on individual industries are presented. A panel of speakers from the business community discusses the industry selected. The *Industry Reports* provide in-depth information on an industry, from how it got its start to what its future may hold. The reports also describe an industry's labor needs, typical job positions and their responsibilities, skills and education required or desirable, where the job growth is or will be, and where to obtain the necessary education and skills.

NOVA’s *Workforce Review* is a monthly two-page newsletter reviewing labor market statistics and related information for northern Santa Clara County. Each issue includes a statement on the status of the local economy by an economist or member of the media.

Additionally, NOVA is a partner in CONNECT! The CONNECT! mission is to link employers and job seekers with human resources, training, and career and business development to further the economic growth and vitality of Silicon Valley’s business and workforce. To this end, NOVA publishes a newsletter with topics specific to the needs of the business community.

## ***Fresno County Workforce Investment Board***

The constant flow of immigrants from all over the world into the Central Valley presents many challenges that provide opportunities for the LWIB's outreach to minority communities. Therefore, the LWIB staff has been working with business owners from minority communities to develop an *Emerging Market Survey* to gather data on their workforce and economic development needs.

### **California Employment Development Department Labor Market Information Division**

The Labor Market Information Division (LMID) of the California Employment Development Department (EDD) continues to provide information and support to workforce investment boards and One-Stop partners, and to produce other statewide information for the public, which is available on the EDD Web site at [www.calmis.ca.gov](http://www.calmis.ca.gov). LMID's periodic report *The State of the State's Labor Markets* is intended to brief the Governor and other officials involved in statewide economic assessment and policymaking, providing an overview of the state's economic condition and key factors affecting California's labor markets.

Occupational and career information products, such as the *LMI Help for Health Care* suite of products, were developed in partnership with the healthcare industry and the California Community Colleges in response to critical shortages of healthcare workers. These products provide an in-depth

analysis of the challenges facing five focus occupations in the health services industry, and of skill patterns that point to potential career advancement. The *Health Care Career Ladder Project* provides a model for development of industry-based career ladders. LMID continues to increase the availability of occupational information in both English and Spanish.

The *California Occupational Guides* describe a given occupation or field based on information specific to California. *WorkSmart* is an Internet application that provides "soft skills" training and career information on 50 entry-level occupations for welfare-to-work clients, entry-level workers, students, and those wishing to reenter the workforce.

Monthly agricultural employment estimates are produced for the entire state, for its six agricultural regions, and for each of California's 58 counties. Reports of agriculture hours and earnings are produced for the state and the six agricultural regions. LMID also produced a comprehensive report on California agriculture, *California's Farm Labor Markets: A Cross-Sectional Analysis of Employment and Earnings in 1991, 1996, and 2001*.

Information to support state and local planning and technical assistance includes the 2002 *County Snapshots*, which summarize county-level labor market information and contain occupational outlook information and lists of resource agencies at the local, state and federal levels. *Planning Information Packets* assist each of the 50 LWIBs in program planning and targeting of services. LMID also

produces and disseminates monthly small-area industry payroll employment estimates for the 34 smallest counties in the state.

Consultation services are provided to develop data and generate information for select industries and industry clusters. These include compiling data on new hire activity in the high-tech industry, published in *California's High-Tech Industries and Information Technology Occupations*. LMID is also creating a historical data series that will be used in a report to the State Legislature on the film industry, and completing and publishing a report on *Dynamic Job Gains and Losses*. In addition, *New Business Formation in California* is produced on a quarterly basis as data becomes available.

# *State Board Strategic Goal 2*

*To be an effective partner and advocate, and bring system partners together.*

Many policy reports have concluded that the fragmented state system impedes the success of local programs. Several have noted that the State Board is in the best position to address these issues; consequently, the attainment of this objective will increase the success of the 50 LWIBs.

The following are examples of successful and promising practices built on a shared vision of success, according to criteria that the State Board considers key to successful performance. Among these criteria are the fostering of broad-based partnerships, leveraging of resources, and addressing the needs of regional economies and local communities (e.g., shortages of skilled workers, the dislocation of mass layoffs, providing services to people with disabilities, and serving those in the workforce who are immigrants with limited English proficiency).

## **Services To Persons With Disabilities**

During the early stages of WIA implementation in California, the State Board established the **Universal Access Work Group** as an interagency consortium. The Work Group's efforts have led to a wide range of enhanced services for persons with disabilities.

In 2002-03 and 2003-04, nearly \$3 million in WIA Governor's 15 Percent Discretionary Funds was spent to improve access for persons with disabilities in One-Stop Career Centers. Additionally, in 2003-04, nearly \$1.1 million in federal grants were awarded directly to the state through the U.S. Department of Labor (DOL) and the Social Security Administration to promote employment opportunities for individuals with disabilities. These funds benefited of the overall system by brokering agreements to focus and align resources, and by leveraging resources from within and outside the system.

## **Workforce Inclusion Act**

In September 2002 Governor Gray Davis signed Assembly Bill 925 (Chapter 1088, Statutes of 2002), the Workforce Inclusion Act, to optimize collaboration between state agencies, federal programs and grant opportunities, and further maximize the employment options for individuals with disabilities. This Act provides a policy framework for leadership, program and service coordination and eventual inclusion of all state and local partners who have a role in training, educating, finding employment for, employing and supporting persons with disabilities.

## **Local Universal Access Resources and Initiatives**

### ***North Bay Employment Connection***

The North Bay Employment Connection was formed to address the specific regional workforce development needs of four contiguous counties in the northern San Francisco Bay region: Marin, Napa, Solano and Sonoma. Funded by a DOL Customized Employment Grant, the INCLUSION Project (Implementing the New Freedom Initiative through Customized employment and Linkages for Ultimately Seamless service In One-Stops Newly trained) outlines a system to better serve individuals with disabilities, increase access to services, provide higher wages for job seekers and enhance the pool of skilled labor for local employers.

### ***Napa Workforce Investment Board***

The Napa Workforce Investment Board was awarded a \$500,000 Innovative Demonstration Grant to develop a model program to serve youth with disabilities. In August 2003 the LWIB was awarded a \$300,000 Work Incentive Grant to enhance services available in One-Stop Career Centers to people with disabilities.

### ***San Diego Workforce Partnership***

The San Diego Workforce Partnership was awarded a \$750,000 Customized Employment Grant from DOL's Office of Disability Employment Policy. The activities of the Customized Employment Project are to upgrade the physical and programmatic capacity of One-Stop Career Centers in order to increase access and provide seamless, high-quality employment services to people with disabilities. Collaborative partners in the project include governmental, private nonprofit and community-based organizations.

### ***City of Los Angeles Workforce Investment Board***

The City of Los Angeles Workforce Investment Board has launched the EmployABILITY Partnership program. The Partnership, a collaboration of governmental and private sector organizations, works to improve services to the disabled within the Los Angeles WorkSource system. It has assisted in the development of programs that include an EmployABILITY Network Web site (<http://www.employability.org>), an on-line LEGACY Training and Certification Program to tutor WorkSource staff in providing



high-quality services to customers with disabilities, and an EmployABILITY Hotline (888-226-6300) to provide disability-related information and referrals to local resources.

## ***South Bay Workforce Investment Board***

The South Bay Workforce Investment Board's One-Stop Business and Career Centers received a DOL Job Training Grant for \$864,000 to enhance employment opportunities for people with disabilities by developing competitive skills among the disabled population and improving the hiring practices of employers. The City of Hawthorne has also been awarded a \$150,000 Work Incentive Grant to assist in meeting the needs of people with disabilities.

### **Educational Opportunities for the Workforce**

*“Improving educational attainment is more important today than in past decades because the earnings of low-educated workers have eroded. Improving the education and skills of low-educated workers can help to reverse the trend in falling wages of low-earning workers, reduce income inequality, lower wage gaps between racial and ethnic groups, reduce poverty, and improve child well-being.”*

*– Deborah Reed, Public Policy Institute of California, “The Growing Importance of Education in California”*

***California Department of Education***

The California Department of Education (CDE) is a strong partner in California's workforce investment system, both through K-12 efforts targeting youth and through Regional Occupation Center Programs and adult education programs. The partnership between CDE and the State Board addresses two major WIA issues: (1) youth educational preparation for higher learning and entry into the workforce, and (2) Title II adult education and literacy.

A primary concern in the state-level partnership has been to bring focus to the educational services and needs of the workforce development system. The intent is to stimulate ongoing work with both One-Stop and local K – Adult Education staff, and to identify attributes of successful education and One-Stop partnerships. A related goal is to provide technical assistance to adult education and literacy service providers on the relationship of Title II to the One-Stop system, thereby improving and increasing services to participants. To assess the current level of coordination, the CDE's Division of High School Leadership and Adult Education conducted a One-Stop survey and is eager to share its findings with other interested parties.

At the local level, K – Adult Education plays a significant role in One-Stop resource and referral networks, often as an integral part of the local One-Stop system. For example, One-Stop Centers can refer participants to Regional Occupational Centers Programs (ROCP) and adult education and literacy providers for two different types of services:

- Under One-Stop core services, participants can be given educational assessment and testing.
- As part of One-Stop intensive services, participants can be referred to basic literacy classes such as adult basic education, courses in English as a second language, GED preparation, and high school diploma programs, as well as to ROCPs for job-specific skills training.

The overarching priority for CDE and the State Board is to work together to develop policy that supports education, training, and literacy as a component of workforce and economic development.

### ***City of Los Angeles Workforce Investment Board***

In 2002 the City of Los Angeles hired a Limited English Proficient (LEP) Coordinator. Since then, the city has received national “Best Practice” recognition. The city now has an LEP policy approved by both the LWIB and the Los Angeles City Council. Three pilot projects have been initiated to train LEP clients for upward mobility. Partnerships with adult schools and colleges have been strengthened, and new Vocational English as a Second Language courses have been developed.

***“The evidence shows immigrants make up the bulk of the population in need of remedial or basic adult education in California. Therefore, to be effective, these programs should be developed taking into account the needs of immigrants such as language needs and cultural differences. Furthermore, adult education is likely the only way to***

***improve basic education for this population.”***

***– Deborah Reed, Public Policy Institute of California, “The Growing Importance of Education in California”***

Two elements of the LEP initiatives that have achieved significant results are the LEP survey and the Interpreter Training Project. The system-wide LEP survey assessed current bilingual staffing, language capabilities, material, and usage by clients at the Los Angeles WorkSource Centers and their satellites. Based upon the results, a curriculum was designed by the Southern California School of Interpretation to train staff in the areas of sight translation, simultaneous translation, and consecutive translation, as well as in ethics, cultural awareness, and confidentiality of language interpretation. Staff training provides the system with a standardization of service, fosters networking among providers, and reduces the possibility of poor client service.

The City of Los Angeles Workforce Investment Board’s LEP policy states in part:

***“Ties with Vocational English as a Second Language providers, adult education system, community colleges, and training providers will be strengthened to capture referrals to and from the WorkSource system. New skills training programs will be explored to fill in gaps in existing training programs.***

***“Using the new Business Services Model, relationships with monolingual businesses will be developed to better serve and place LEP clients.***

***“Innovative partnerships, collaborations, and programs with our partners, unions,***

*and employers that provide on-the-job training will be cultivated, nurtured, and developed.”*

*– City of Los Angeles Workforce Investment Board, Year Four Annual Plan, 2003-04*

Each WorkSource Center and satellite has been provided with translations of the Equal Employment Opportunity (EEO) complaint form and explanations of the form in ten different languages: Spanish, Chinese, Japanese, Tagalog, Korean, Russian, Armenian, Farsi, Khmer, and Vietnamese. These languages reflect those used in translating the city’s election materials.

### ***Verdugo Workforce Investment Board***

*ESL and Literacy Community Survey: “An Analysis of Demand in the Verdugo Community of English as a Second Language and Literacy Skills Services”*

In July 2002, the Verdugo Workforce Investment Board’s (VWIB) Resource Mapping Committee, whose purpose is to identify and evaluate workforce-related resources and services in the community, sought to research the availability of language and literacy services and resources that could help the region’s immigrant population acquire the abilities necessary to obtain suitable employment. The committee utilized a survey of local service providers to obtain this data.

The committee focused its attention on this area due to the release of striking new census data for the Verdugo area. During the 1990s, immigration to the Verdugo region increased dramatically, as 54,000 new immigrants entered the area from 1989 to 1999, according to 2000 U.S. Census Bureau data. That

increase affected the region in numerous ways:

- The percentage of foreign-born residents now stands at 44.8 percent in the Verdugo region, with 54.4 percent in Glendale alone.
- Over half (56.7 percent) of Verdugo residents primarily speak a foreign language in the home, with a rate of 67 percent in Glendale.
- According to the Census, 26 percent of Verdugo’s population say they speak English “less than very well,” with the rate at 34 percent for Glendale.

The implications of this data for local employers are significant. A recent business forum of over 50 local employers held by VWIB’s Community Leadership Committee found that a lack of “soft skills” and communications ability among its workforce and job candidates was among the most critical workforce issues in the region. Soft skills include areas such as teamwork, company protocol, work ethic issues, etc. Immigrants from other countries with little or no work history often struggle with understanding the American work culture and the requirements it places on workers.

Not surprisingly, the survey found a major need for additional services in the community:

- 68,200 individual services were provided in the past year (37,500 assessments; 8,000 literacy training; 21,000 ESL training; 400 vocational ESL training and 1,300 accent reduction). Over 14,000

persons were on waiting lists for services.

- While 21,000 people received ESL training last year, 9,800 people remained on waiting lists.
- ◆ While 37,500 people received assessment services last year to determine their level of literacy, English proficiency or basic skills level, 4,000 additional people awaited assessment services.

While it is apparent from survey results that the region provides an unusually high level of services for ESL and literacy, the discovery of long waiting lists among major local providers also suggests that many community residents who lack English proficiency skills were unable to access services.

### ***Chancellor's Office, California Community Colleges***

One of the significant activities that resulted from the State-level partnership between the State Board and the Chancellor's Office of the California Community Colleges (COCCC) was a community college system WIA survey. In consultation with other partners and stakeholders, The COCCC crafted a survey to measure engagement and activities related to WIA. The goals of the survey of the community colleges included:

- To establish a baseline of information regarding the colleges' participation in WIA activities;
- To identify barriers to, and promising practices for, community college participation; and
- To develop short-term and long-term plans to assist the colleges in

their participation with their local workforce investment boards and the One-Stop Centers.

Many promising practice responses have been identified, including the development of classes for Individual Training Accounts, contracts for intensive services, and leveraging of financial aid to help defray the cost of training programs.

### ***CalWORKs Recipients: Anaheim Workforce Investment Board***

The Orange County Social Services Agency and the City of Anaheim Workforce Investment Board (AWIB) entered into an agreement to serve CalWORKs Welfare-to-Work (WTW) participants who (1) have completed their 18- to 24-month WTW time period, as applicable; and (2) did not find unsubsidized employment sufficient to meet minimum required hours of participation. Recipients are required to participate in community service activities; the goal of the program is to enable participants to obtain unsubsidized employment prior to reaching their 60-month time limit.

# State Board Strategic Goal 3

*To create, nurture, and reward a culture of innovation.*

The steady decline of federal investment in workforce development has had a negative impact on the level of training services around the country, and California is no exception. Reductions in WIA funding are exacerbated by the need to maintain not only client services, but One-Stop systems, LWIBs, and labor market information systems.

*[B]etween 1985 and 2003 policymakers cut total WIA/JTPA funding by 33 percent in inflation-adjusted terms. ... Dislocated Worker funding has recently been cut, losing 15 percent of its value between 2000 and 2003, raising concerns about the possibility of a new era of retrenchment in this program area as well—particularly troubling given current unemployment levels.*

*—Skilling the American Workforce  
“On the Cheap”, The Workforce Alliance  
September 2003*

Conversely, California’s continued ability to remain competitive in the global economy depends largely on closing the gap between the skills required in today’s industries and the skill levels of California’s workforce. The National Federation of Independent Business (NFIB) cites “the shortage of skilled, trained workers” as the number-one problem facing NFIB members.

This shortage results in a burden to business and industry of providing technical training at a cost of more than \$50 billion annually.

*“According to a recent State of California Labor Market study using payroll data to track job gains and losses over a three-year period, more than 300,000 new jobs are created in California in an average month! This dynamic job creation has typically been overshadowed by news of major layoffs, perhaps because these new jobs are created in small increments of one to ten. Fortunately, even with the news of massive layoffs appearing almost daily in the press, California is quietly being supported by an increasing pool of new jobs. Source: ‘Dynamic Job Gains and Losses in California,’ Labor Market Information Division.”*

*– NOVA- Workforce Review, A monthly review of labor market statistics and related information, February 2003*

Under these challenging circumstances, the need for innovation in workforce development becomes obvious.



## Technology to Teaching

On November 19, 2001, Governor Gray Davis announced a new initiative to meet the increasing demand for math and science teachers in California's K-12 schools. With downsizing in the high-tech industry reaching crisis proportions in Silicon Valley and other areas of the state, the Technology to Teaching Initiative offered a new career path to laid-off technology workers. "Tech to Teaching" would pay for the education courses necessary for teacher certification, once applicants had met certain qualifying criteria.

Governor Davis committed approximately \$1.6 million in WIA 25 Percent Dislocated Worker funds to this effort, and five awards were given to a total of eight LWIAs as follows:

- *EASTBAY Works* (Cities of Oakland and Richmond, plus Alameda and Contra Costa Counties);
- *NOVA* (North Santa Clara Valley Job Training Consortium);
- *City of San Jose/Silicon Valley Workforce Investment Board*;
- *Sonoma County Private Industry Council/Job Training Office*; and
- *County of Ventura Workforce Investment Office*.

The allocated funds were intended to serve at least 200 dislocated workers who wish to become math and science teachers.

At the end of PY 2002-03, Governor Davis allocated another \$8 million over four years (pending the availability of funds) to expand this initiative. These supplementary funds will focus on recruiting and training at least 1,000

additional math, science and special education teachers for K-12 schools. The five grantees from the first round requested second-round funds to continue their existing Tech-to-Teaching programs. Three additional LWIAs in Southern California (the Greater Long Beach Workforce Development System, the Orange County Workforce Investment Board, and the Verdugo Consortium) received funds to implement Tech-to-Teaching programs of their own.

## NOVA

The focus of NOVA's Tech-to-Teaching program has been on preparing K-12 math and science educators. That focus will continue. However, due to the overwhelming demand for special education teachers, the program will also emphasize recruiting individuals interested in a teaching credential in that field. NOVA has created a Web site with program details, credential information, and links to other helpful websites to teaching candidates.

## "Farm Worker Forums: Everybody Needs a Choice" Report

*"The (Farm Worker) forums' success is measured by the interaction they facilitated and their contribution to local discussions on how evolving One-Stop systems can meet the needs of local communities – including, in rural California, the agricultural clientele.*

*This report was prepared with the same intent as were the forums – that is, to share information and stimulate dialogue among federal, state, and local partners. Throughout this report, we provide examples of effective local practices and*

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*information appropriate to the subject at hand.*

– *“Farm Worker Forums: Everybody Needs a Choice,” California Workforce Investment Board, May 2003*

The report **“Farm Worker Forums: Everybody Needs a Choice”** presents recommendations growing out of four regional forums that began on April 16, 2002, in Visalia and concluded in Salinas on June 26, 2002. The report also presented local workforce development program innovations designed to meet the needs of rural economies and immigrant communities. The title the report, and the forums from which it was derived, illustrates the principle that the workforce development system strives to enhance the skill level of California’s workers, allowing them to take better advantage of opportunities in their regional economies, to the mutual benefit of themselves and local industries and businesses.

## Local Targeted Industries

### ***San Bernardino County Workforce Investment Board***

The construction industry in San Bernardino County continues to respond to demand for residential, office and heavy construction projects, and by 2006 will have created 8,300 new plumbing, painting, electrical, and carpentry jobs. In an effort to prepare the county’s workforce for these opportunities, the San Bernardino County Workforce Investment Board has entered into a collaboration with Chaffey Community College and the Building Industry

Association to form the Construction Trade Workforce Development Program.

### ***Orange County Workforce Investment Board and City of Anaheim Workforce Investment Board***

In a partnership formed by these two LWIBs, the **Telecommunications Industry Reemployment Project** serves workers affected by layoffs and closures in Orange County’s telecommunications industry. The Orange County Workforce Partnership has identified more than 5,000 workers dislocated from telecommunications jobs and related occupations.

Under the Telecommunications Industry Reemployment Project, a partnership of business, education, workforce partners and the One-Stop system provide the services needed to retrain and reemploy the county’s displaced telecom workers. Without these services offered through Orange County One-Stops, many telecom workers would find it difficult to transition to new employment at wage levels comparable to their previous jobs.

### ***San Mateo County Workforce Investment Board***

Responding to the growth in the biotechnology industry, the San Mateo County Workforce Investment Board formed a collaborative with Genentech and Skyline Community College to develop an entry-level biopharmaceutical manufacturing curriculum for displaced workers. Upon completion of the course, participants in the training will also have access to tryout employment opportunities, with



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Genentech matching 50 percent of their wages.

*“When Alex Agan was laid off in January by United Airlines ... he never dreamed he'd be inspecting medicines for biotechnology pioneer Genentech nine months later -- for a higher wage. But Agan ... [received training] in an intensive three-month program by the Center for Workforce Development at Skyline College, a rapid-response program to massive layoffs in the wake of United Airlines' tailspin into bankruptcy last year.*

*“I feel lucky I went through the program, because I'm doing something brand new,” said Agan, who was just hired full-time by Genentech to a job making a little more than the \$17 per hour he made at United.*

*“The program, ... won't save all of the thousands of workers who lost their job at United and the San Francisco International Airport, but it's a start.*

*“The course really prepared me well, and I didn't do well in high school biology,” said George Hubbard of Belmont, a former United mechanical and customer service worker who just became a pharmaceutical materials specialist at Genentech.*

*“The biotechnology leader is known for producing blockbuster drugs such as its breast cancer drug Herceptin, and its non-Hodgkins lymphoma cancer treatment Rituxan.*

*“Biotechnology professors from Skyline worked closely with Genentech to develop training specific to Genentech's needs.... The aim was to prepare workers to quickly re-enter the workforce with a living wage and move up the career ladder to jobs of increasing stability....”*

*– Tim Simmers, Oakland Tribune Business Writer, October 24, 2003*

## ***Verdugo Workforce Investment Board***

In an effort to address the issue of foreign workers replacing U.S. workers in the entertainment industry, the Verdugo Workforce Investment Board (VWIB) applied for and received a U.S. Department of Labor H-1B skill training grant, **“Utilizing High Tech Entertainment Training to Compete Against Foreign Labor Challenges.”** The entertainment industry is crucial not only to the Verdugo region, but to all California and the nation as well.

For decades, entertainment has been a distinctly American industry relying on an entrenched domestic workforce with skills second to none in the world. But a 2002 study by the UCLA Business Forecasting Project underscored the dilemma for local entertainment workers. The study found that the local industry is in a long-term trend of shedding production jobs – jobs that have been the foundation of local entertainment employment for almost a century – while Southern California evolves into a center for project development and administration.

In 2000, the Monitor Consulting Group also documented the problem facing local entertainment workers when it reported the loss of \$10 billion annually to the U.S. economy and the loss of 125,000 full-time jobs between 1989 and 1999 from “runaway” production to foreign countries.

Against this background, the VWIB launched its H-1B grant project, seeking to upgrade the skills of a core group of entertainment production workers and keep them competitive with their foreign counterparts. The project focused

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specifically on the unionized workforce, which represents the elite workers in the industry, performing 95 percent of the major entertainment production work in Southern California. This H-1B project resonated with both union leadership and rank-and-file members because it offered the training that could help them maintain their traditional advantage, and could counteract some of the trends that were leading to the loss of jobs to workers in foreign countries.

Strong worker support for the program emerged for other reasons. Unlike other industries that invest in their workforces to improve productivity and profitability, entertainment generally does very little company-based training to upgrade the skills of its workers. Workers are forced to upgrade skills on their own, which creates a major challenge for workers when new advances in technology threaten to make their skills out of date. One major studio executive estimates that technology in entertainment has advanced more in the last five years than in the previous 50 years combined, due mostly to the introduction of digital technology. The vast majority of H1-B courses in the project were related to this state-of-the art technology.

As a result, interest and participation in the H-1B training program was high. A total of 1,495 participants took 2,375 training courses during the three years of the project. This project is expected to have a significant positive impact on the viability of the domestic entertainment industry, helping to stabilize employment opportunities in the future. Production quality, as well as cost, is a key consideration for U.S. entertainment companies in determining whether to contract work out to foreign facilities,

recruit foreign talent, or send entire projects to countries with lower labor costs.

The success of this grant has come in two areas. It has enabled many entertainment workers to upgrade their technology skills to a level where they are competitive with their foreign counterparts. At the same time, it has laid the foundation for future advances by establishing an organizational infrastructure for training and enhancing the skills of entertainment workers. This will help to ensure the continuing vitality of entertainment, one of California's most important industries and one of the nation's most valuable exports.

# *State Board Strategic Goal 4*

*To raise the quality of the “field of practice” and the performance of the overall workforce development system.*

The State Board understands that to achieve a high-quality system of workforce development, there must exist clearly defined goals for the overall system. These goals must be defined in collaboration with all the partners involved.

Additionally, these goals must result in clear statewide expectations, with the promotion of the technical assistance needed to improve performance.

## **California’s Performance Based Accountability System**

The Performance Based Accountability (PBA) system is California’s approach to assessing the performance of state- and federally-funded workforce preparation programs. The State Board’s PBA Committee, which consists of State Board private sector members and PBA partner agency program directors, oversees the continued development of the system. On an annual basis, the PBA system uses common measures to examine the employment, earnings, unemployment insurance claims and reliance on public assistance of individuals who have completed or participated in workforce

preparation programs sponsored by the California Employment Development Department, the California Employment Training Panel, the California Department of Rehabilitation, the California Department of Social Services, the Chancellor’s Office of the California Community Colleges, and the California Department of Education.

The PBA system continues to build on its experience, using common measures across programs, including sharing our experience to support California’s effective implementation of the Common Performance Measures established by the Office of Management and Budget. State Board PBA staff and partner agency programs are currently developing infrastructure plans and processes for the redesign of the PBA system, which will allow the increased use of the PBA system as a data and information clearinghouse for workforce preparation program performance measurement. This year, PBA Fact Sheets are being developed to garner additional analyses from the wealth of data from this system. PBA staff are also continuing to research benchmarks and earnings measures, eventually to adopt standards for the PBA system.

Key PBA Fourth Annual Report findings are that the state's workforce preparation programs:

- **Reduced Unemployment:** Over half of all participants in workforce preparation programs were found to be employed in the first year after program participation. Of those employed, a majority in almost all programs were employed for the entire year.
- **Increased Earnings:** There was an increase in earnings for participants in almost all programs during the three-year period after program participation.
- **Reduced Reliance on Unemployment Insurance (UI):** The percentage of participants receiving UI declined from the year before to the year after their participation in workforce preparation programs.
- **Reduced Reliance on Public Assistance:** The number of months for which program participants received CalWORKs assistance, or Supplemental Security Income/State Supplemental Payments (disability) assistance, declined from the year before to the year after program participation.
- **Increased Employment Rates for Completers:** Participants who met a program's definition of completion ("completers") had higher employment rates, and a lower percentage of them received UI, than those who left that

program prior to completion ("leavers").

## Small Business Forums

California's One-Stop system classifies the employer as a customer, in order to assist small, medium-sized and large businesses in their communities.

During PY 2002-03, the State Board's **Small Business Work Group** continued to study business services provided through the One-Stop system. During FY 2001-02, the Work Group held four **Small Business Forums**, where small businesses were asked to evaluate the state's One-Stop employment and training system as a source of employee recruitment and training. The small business representatives attending these forums (in Fresno, Long Beach, Redding, and San Francisco) expressed concern about the quality of some job seekers applying for positions, and a similar concern for the services available to small businesses in some areas of the state. To help address these concerns, State Board staff met with Local Workforce Area Administrators and business services managers in Northern and Southern California.

In the late summer and fall of 2002, the Work Group held follow-up focus groups, also with Local Workforce Area Administrators and service providers in the greater San Francisco Bay Area and in the counties of Los Angeles and Orange. Participants discussed findings from the Small Business Forums and talked about how the One-Stop system responds to business community needs and what role the State Board might play in helping the One-Stops to improve.

Overall, the State Board found many examples of One-Stops providing very good business services, partnering with other organizations for business development and financing services, and establishing Business Centers and Business Resource Centers. Many One-Stops have found creative ways to meet the challenges of providing good business services in response to the needs of businesses in their community.

## **Regional One-Stop Communities**

The State Board also acknowledges the California Workforce Association's (CWA) One-Stop Community effort, which has organized the 50 LWIAs into four major regions: the Central Valley, the Bay Area, Southern California, and Northern California. As these regional "communities" have developed issue papers and products related to issues such as business services and universal reporting, the State Board has also been able to enhance its own understanding, and to support solutions for the challenges the regions face. The One-Stop Communities also provided valuable peer-to-peer technical assistance as they discuss local One-Stop systems' challenges and successes. This allows for regional discussions that can result in regional solutions.

### ***North Central Counties Consortium (NCCC)***

The North Central Counties Consortium (NCCC) Leadership Team developed a Consortium-wide Business Services Plan.

The Business Services Plan is comprised of 10 key elements that are essential to achieving NCCC's vision, mission and goal for business services. Each element has its own goal, objectives and performance measures. The elements are:

- Leadership
- Assessment, Planning and Partnerships
- Balance
- Access, Marketing, and Web Site Development
- Service
- Resources
- Training
- Retention
- Benchmarks and Outcomes
- Evaluation

There is at least one comprehensive One-Stop Center in each of NCCC's five counties (Colusa, Glenn, Lake, Sutter and Yuba). Each county employs a Community Coordinator funded by Governor's 25 Percent Rapid Response Discretionary Funds. Their purpose is to coordinate and provide business services through a Business Service Team, including rapid response activities.

The Business Services Team is the point of contact for businesses, and keeps the Jobseeker Services Team informed of all future and current workforce needs of local businesses. Both teams collaborate to identify appropriate referrals from their pool of job-ready job seekers.

A Business Services Consultant assigned to each industry or business will conduct a Business Needs Survey and assist the business with questions and problem resolutions. Feedback obtained from the businesses will be used to modify and

improve business services at the One-Stop. A minimum level of business services is available to all businesses throughout the Consortium. Of particular value to businesses, based upon usage, are the labor exchange services: recruitment and selection of new employees, on-the-job training, and work experience.

In addition to the Rapid Response funding, other non-WIA sources that are being evaluated for expanding business services include Community Development Block Grants, Community Services Block Grants, USDA Rural Development Block Grants, economic development corporations and non-profit foundations.

### ***Fresno County Workforce Investment Board***

The Fresno County Workforce Investment Board (FCWIB) undertook numerous initiatives during PY 2002-03. The most significant challenge was the re-engineering of the WIA One-Stop customer flow process.

Traditionally, WIA clients flowed from universal to staff-assisted WIA services with a minimum of community or other resources. The result was an over-enrollment in Fresno County's One-Stop system. To redesign the One-Stop customer flow, FCWIB staff requested the assistance of its mandated partners: the California Employment Development Department (EDD), the Fresno County Department of Employment and Temporary Assistance, the California Department of Rehabilitation, Fresno Adult School, and Fresno City College. The partners were

asked to help determine the best community resource referrals for clients utilizing the One-Stop system. A key result of this assessment was the implementation of the Self-Reliance Team, which meets with all candidates who require more than self-service activities to determine the most appropriate agency referrals for their needs.

Due to reductions in WIA funding, the partner team was also asked to assist in providing additional universal workshops. EDD, Fresno Adult School, and Fresno City College began offering basic job assistance workshops for self-service clients. The initial workshops focused on résumé preparation and interviewing skills. The partner group is currently developing both job readiness and career planning workshops that will be offered in PY 2003-04. Additionally, the One-Stop partners assisted in the development of a One-Stop orientation that is presented as a universal workshop, which helps clients in leveraging all eligible and available community and partner services.

Many new tools have been developed to facilitate this truly collaborative One-Stop partnership. They include a universal referral form, a universal summary of services request, and the One-Stop Partner Universal Release of Summary Information of Services. This new customer flow process ensures that Fresno County residents are referred to the most appropriate community resource, and that duplication of services does not occur among the partner agencies.



# *State Board Strategic Goal 5*

*To ensure administrative excellence, including compliance with WIA requirements, to support the achievement of all strategic goals.*

## **WIA Evaluation**

The WIA directs the State Board to establish an ongoing evaluation of California's workforce investment system. In previous years, the State Board and its partners developed descriptive analyses of the One-Stop system through surveys and reports such as the One-Stop Career Center System Survey, and the California Workforce Association's *50 Stories, One System*. Education partners, including California Community Colleges, Chancellor's Office and the California Department of Education Office have also conducted surveys of partner involvement in the One-Stop system. Additionally, California contracted for evaluation of specific workforce investments, such as the still-active Nurse Workforce Initiative.

In 2002, the State Board issued a Request for Proposals (RFP) for an evaluation study to meet both federal requirements and state needs for information to advise policy and continuous improvement efforts. Unfortunately, due to California's fiscal crisis and the resulting reduction in available funding, the RFP had to be rescinded. This necessitated a

reassessment of the project and an examination of what in-house resources might be available to conduct portions of the evaluation.

The evaluation is now planned for two phases. In the first phase, State Board and Employment Development Department (EDD) staff will conduct a meta-analysis of existing evaluations, reports, data and pertinent information and will prepare an interim report. The State Board will also contract with a public research entity for a field study to gather new information. The contractor, using the information and data garnered from the meta-analysis, will:

- Prepare an evaluation design, work plan, and timeline for an in-depth case study evaluation;
- Conduct site visits, interviews, and data analysis of local- and state-level implementation of the WIA according to the evaluation design approved; and
- Submit a final comprehensive report based on all of the research.

The evaluation model will be interactive and will provide information and service to the State Board through the design



and data-gathering steps as well as in the final report.

It is anticipated that the first phase of the evaluation project, using in-house resources in the State Board and EDD, will be completed by May 2004.

The State Board anticipates having the evaluation completed by 2005.

## **Southern California Regional Performance Excellence Forum**

The Southern California Regional Performance Excellence Forum (SCRPEF) is comprised of several LWIAs, with the objective of sharing best practices and capacity building.

In collaboration with the California Employment Development Department (EDD) and the State Board, SCRPEF was commissioned to gauge local customer satisfaction and to explore continuous improvement processes. The results of this study are intended only to communicate levels of process implementation and to analyze improvement efforts at the local level. Future research opportunities may benchmark specific customer satisfaction and performance data and outcomes. The key findings reported in SCRPEF's Performance Excellence Environmental Scan present an opportunity to facilitate regional continuous improvement efforts and identify capacity building possibilities.

The instrument was developed to capture local examples of survey and continuous improvement practices at Full Service One-Stops.

## **California's Caregiver Shortage: An Update**

The California Caregiver Initiative was described in detail in the State Board's 2002 Annual Report. However, due to the magnitude of this initiative, a review of the background and an update on its progress are being provided in this report as well.

The demand for health care workers in California is growing, but the supply has not kept up with the demand. Governor Gray Davis responded to the shortage of health care workers by introducing various initiatives and identifying \$95.5 million in WIA funds and Welfare-to-Work (WtW) matching grants. Each initiative deals with unique aspects of the nursing profession. Together, they incorporate both short-term and long-term measures to recruit, train and retain a culturally diverse nursing workforce, as well as expanding classroom capacity to meet California's health care needs.

### ***Nurse Workforce Initiative***

In January 2002, Governor Davis earmarked \$60 million to address the nurse shortage in California with the Nurse Workforce Initiative (NWI). The NWI is still being implemented, so the state does not have definitive performance data at this time.

The NWI includes various components to increase the nursing workforce by recruiting, training and retaining qualified caregivers at all levels. The components are as follows:

*\$28 million: NWI Phase I Projects.* The first component of the NWI includes projects that may contain one or more of the following elements:

- *Regional Collaborative Partnerships* for 2,400 training and preceptorship positions in hospitals, community colleges, and the California State University (CSU) system;
- *Career Ladders* to upgrade training opportunities, enabling Certified Nurse Assistants and Licensed Vocational Nurses to become Registered Nurses; and
- *Workplace Reform Projects* designed to improve nurse retention.

*\$6 million: The Central Valley Health Careers Training Program.* The Central Valley Health Careers Training Program is designed to provide training to an additional 300 health care workers, primarily licensed nurses and psychiatric technicians. Based at West Hills Community College in Lemoore and Coalinga, the program now trains 45 psychiatric technicians each year. The program will soon be expanded to a regional consortium of training institutions and health care providers, and offers opportunities for on-the-job training and distance learning.

*\$24 million: NWI Phase II Projects.* The NWI has earmarked funds over three years to train as many as 2,400 nurses by increasing their career opportunities. The state will assume the cost of providing necessary technical classes and clinical training posts. The funds will support a variety of approaches designed to train new nurses, assist nurses reentering the profession, and

allow existing nurses to enhance their qualifications.

*\$1 million: Evaluation.* Through a contract with UC San Francisco and UCLA, the state will monitor and measure the impact of the various NWI efforts, providing decision-makers with insights to guide the future use of funds. A final evaluation report will be issued near the end of 2006, five months after completion of the last NWI-funded project.

*\$1 million: Outreach.* A statewide recruitment effort will be conducted through a marketing and outreach campaign. With the cooperation of the health care industry and health-related foundations, the NWI will develop efforts to attract licensed nurses to California, to encourage nurses to return to bedside nursing, and to recruit students, beginning in the middle-school years, into the nursing profession.

## ***Caregiver Training Initiative***

As part of his Aging with Dignity Initiative, Governor Davis promoted efforts to increase the number of health care workers with the \$25 million Caregiver Training Initiative (CTI). These funds went to training additional Certified Nursing Assistants and others in the nursing career pipeline through the following projects:

*\$25 million: Caregiver Training Initiative I.* The focus of this initiative was to recruit, train, and retain workers in the direct caregiver and health care occupations. The initiative also sought to identify and develop career paths for entry-level occupations, thereby enhancing the earning potential of

caregivers. Funding for the Caregiver Training Initiative I ended on June 30, 2003. Over 5,000 health care workers have been trained, and 70 percent of them have entered employment. The California Employment Development Department is currently conducting an evaluation of this phase of the CTI.

*\$10.5 million: Caregiver Training Initiative II.* In May 2002, Governor Davis announced a grant to increase California's healthcare workforce by up to 2,000 qualified professionals. This project was designed to serve poor adults, providing them with employment in skilled nursing facilities while training them to become Certified Nursing Assistants. To date, the project has enrolled 330 participants.

## **An Award-Winning Collaboration: Kern/Inyo/Mono Consortium, Kings County, and Tulare County Workforce Investment Boards**

The Kern/Inyo/Mono, Kings, and Tulare Caregiver Training Initiative, a five-county, three-LWIA partnership, has received national, state and local recognition for its workforce collaboration, public service, and active involvement of the business sector. Awards include the 2003 Theodore E. Small Workforce Partnership Award from the National Association of Workforce Boards (NAWB), honoring innovative, cooperative relationships among workforce organizations, education agencies, and employers in the community; and the 2002 Public Service Excellence Award from the Public Employees Roundtable of Kern. The partnership is listed on the NAWB's Workforce Excellence Network as a

Promising Practice, and was highlighted at an August 2003 executive forum on the healthcare industry hosted by the U.S. Department of Labor.

The partnership's most significant innovation was in bringing together One-Stop partners, government agencies, job seekers, educators, and employers. Even more significantly, it introduced an entire industry to the benefits of workforce development.

The partnership provided training and supportive services to ensure an adequate supply of healthcare workers for California's aging population. Attrition rates in nursing programs are high, so the partnership projected a completion rate of 50 percent of those beginning the program. As it happened, more than 450 students became Certified Nursing Assistants (CNAs), exceeding projections by 57 percent. Program graduates have found employment with more than 110 employers in the five counties. Most of them are working in skilled nursing, convalescent, or assisted living facilities. Many of the long-term care facilities participated in the program by acting as clinical training sites. Their initial involvement greatly influenced the decision to train mostly CNAs, many of whom were hired by participating employers.

## **California Community and Faith-Based Initiative**

The California Employment Development Department (EDD) has built a promising employment and training model that is receiving national recognition. To help small organizations deal with the complex procedures and

requirements of government contracts, the State Legislature created the California Community and Faith-Based Initiative (CCFBI). The CCFBI, with oversight by EDD, utilizes community and faith-based organizations to augment local efforts in employment and training programs.

To date, over 12,000 individuals have been served through these organizations. Because community and faith-based organizations maintain a unique position in their communities, they are able to provide the preparatory services needed to develop personal responsibility and economic self-sufficiency among those individuals who are often deemed the hardest to employ and most difficult to reach. EDD's efforts focus on building organizational capacity to mold local organizations into viable service providers in their communities. Implementation and operational strategies include:

- **Investment in building the organizational capacity of the grantee.** EDD is relatively unusual among public agencies in thus emphasizing capacity building.
- **Emphasis on community and faith-based organizations as partners in local workforce development systems.** EDD program managers help market CCFBI organizations to local workforce development leaders, after ensuring that the organizations have basic accountability mechanisms in place and are demonstrating reasonable effectiveness.
- **Responsible management of church-state guidelines.** EDD

limits funding to nonprofit organizations registered under Internal Revenue Code Sec. 501(c)(3), and rather than working solely with faith-based organizations, allows any community-based organization so registered to apply. EDD program managers train grantee organizations in the permitted and prohibited uses of public funds. EDD also monitors grantee practices as part of its ongoing capacity-building efforts.

Traditionally state and local officials have expressed misgivings about working with faith-related organizations due to church-state concerns. President Bush believes that the Federal government, within the framework of Constitutional church-state guidelines, should encourage faith-based organizations to reach out with compassion to help people in need. However, many still view these organizations as competitors with public programs. The EDD encourages both community and faith-based organizations to develop collaborative, "win-win" partnerships with other mainstream workforce development programs. The guiding principle behind the Federal Faith-Based and Community Initiative, involving four federal departments, is that faith-based and community organizations should be able to compete on an equal footing for public dollars to provide public services.

EDD was singled out as a promising practice because of the exemplary job it has done in implementing California's Initiative. The implementation strategies and selected projects for the Initiative received laudatory comments from the

University of California's School of Religion and Civic Culture, and preliminary independent evaluation results were featured at the Independent Sector's Annual 2003 Spring Conference in Washington D.C.

Additional presentations on this promising practice include the Rockefeller Institute on Public Policy, Roundtable on Religion and Social Policy - Faith and Community Based Organizations Symposium in Albany New York, and the American Evaluators Association's Annual Meeting in Reno Nevada both during November 2003.

**Continuous Improvement:**  
*Napa Valley Workforce Investment Board, Inc.*

The Napa Job Connection embarked upon a Continuous Quality Improvement project in February 2003. The process was based on the Baldrige System of Excellence, which incorporates seven major elements for measurement. They are:

- Leadership
- Strategic Planning
- Customer and Market Focus
- Information and Analysis
- Human Resources Focus
- Process Management
- Business Involvement

Participating in this process were all co-located One-Stop Partner staff, in addition to other partners not on sight. The purpose of the certification process was to create a system by which the Workforce Investment Board could evaluate Napa's One Stop (Job Connection) for certification and to

measure continuous improvement over time.

The process began with a self-evaluation of current programs, policies and procedures used by the Job Connection. Based on the self-evaluation, the Job Connection Partners and staff developed a strategic operating plan to address system weaknesses and improve customer services. In addition to the providing a roadmap for future system improvements, the process of developing a strategic operating plan, embraced by all system Partners, was a tremendous team-building opportunity for the Job Connection.

Seven work teams were established, setting goals and objectives, documenting milestones, and timelines. The work teams put processes, procedures, and policies in place. The groups worked diligently to prepare for the official certification by the WIB. Within six months after the process began, the Napa Job Connection achieved a Level II rating; thereby becoming a locally-certified One-Stop operation.

**Performance Management:**  
*City of Los Angeles Workforce Investment Board*

A significant achievement for the City of Los Angeles Community Development Department (CDD) was the development of a performance management system. Called "LA Performs," the project combines performance theory with innovative information technology to improve accountability, encourage continuous improvement, and enable customer choice in the nation's second

largest workforce development system. Created and developed by California State University Northridge and Rutgers University, LA Performs incorporates customer satisfaction surveys, a swipe-card customer tracking system, and an electronic report card with Web site application.

One innovative feature of LA Performs is its use of balanced scorecards to evaluate contractors. The balanced scorecard approach, used in the private sector for many years, is based on the idea that the an organization's overall performance is keyed to its performance in different areas. The overall performance of Los Angeles' WorkSource Centers and Youth Consortia is is evaluated in four such areas:

- Customer satisfaction;
- Quality services leading to positive outcomes for customers;
- Provision of services to many customers; and
- Ability to meet the city's basic administrative requirements.

In PY 2002-03, Los Angeles implemented its Performance Evaluation and Incentive Award Policy for the WorkSource Centers and Youth Opportunity System. The main purpose of this management system isto assist the city's agencies in achieving performance measures, along with helping the city meets its negotiated performance goals.



# State Board Strategic Goal 6

*To provide leadership on issues involving the youth of California.*

## California State Youth Council

*“The California Workforce Investment Board has a leadership role unprecedented in the nation, and demonstrated its commitment to the state’s youth by establishing a State Youth Council and Youth Council Institute.”*

*–“50 Stories, All Youth One System,”  
State Board*

The State Board established the California State Youth Council (SYC) at its meeting on June 26, 2001, in Sacramento. The SYC provides policy guidance on California’s implementation of the WIA relative to youth ages 14 to 21. Its intent is to ensure that youth services are delivered successfully, which requires the alignment of services and the leveraging of a range of local and regional resources.

The Department of Labor, the National Association of State Workforce Agencies, and an independent panel of experts from education, labor, and the business communities selected the SYC for the Architect of Change award. The Architect of Change recognizes creativity and innovation in serving customers of the employment

and training/workforce investment system.

To provide leadership for statewide youth development efforts, and to build a shared vision for coordinating and integrating California’s array of youth programs and services, the SYC formulated the *All Youth - One System* concept. To help make this concept a reality, the SYC:

- Develops policy guidance for local youth councils;
- Promotes coordination among the many youth programs currently serving California young people through a maze of agencies, departments and programs; and
- Addresses critical issues affecting California’s youth.

The SYC’s membership includes State Board members, members of Local Workforce Investment Boards and youth councils, educators, youth development experts, youth services providers, business representatives, and individuals who work for and with foundation grant funding.

Members also include youth and young adult representatives from five organizations – the California Youth Connection (a foster youth



organization), Friday Night Live (after-school programming), the California Association of Student Councils, 4-H, and the Youth Leadership Forum for Students with Disabilities.

## Youth Council Institute

The Youth Council Institute (YCi) was launched in the summer of 2001 to:

- Assist California's 50 local youth councils in developing comprehensive youth-serving systems;
- Develop statewide networks of youth practitioners and youth council members and staff;
- Work closely with the SYC to provide a communications link between the state and local communities; and
- Align state and local priorities related to youth development.

YCi operates through a partnership between New Ways to Work and the California Workforce Association (CWA). YCi works in close partnership with the State Board and in a comprised of local youth councils. Its work has also been enhanced by a team of representatives from highly respected and knowledgeable youth organizations across the country.

The SYC and the State Board have formally adopted the "All Youth - One System" tools and framework that serve as the foundation for YCi's work.

Over the past two years, YCi has provided peer-networking opportunities for thousands of youth council members, staff, local youth program practitioners and partners. These partners meet to share best practices, and to receive

information and engage in activities that increase their effectiveness in serving youth. YCi has developed and implemented a capacity-building and technical assistance plan for local youth councils and their partners.

In addition, YCi has provided strategic support to assist youth councils in building their capacity to provide age-appropriate developmental services to young people. YCi has developed technology-based solutions such as a Web page, list-serve and e-mail distribution list to enhance communication and dissemination of information and resources.

## Manufacturing Career Pathway: *Kern/Inyo/Mono Consortium Workforce Investment Board*

In October 2000, the Kern/Inyo/Mono Workforce Investment Board (KIMWIB) decided to assist in establishing a **Manufacturing Career Pathway** program at the Arvin High School in response to the local demand for machinists. Kern High School District, Bakersfield College, KIMWIB, Proteus, the County of Kern Department of Human Services, the Kern Manufacturing Association, and various local government representatives all cooperated to address the shortage of workers in the high-skilled field of manufacturing. This collaboration provided the funding and supplies necessary to bring Arvin High School's facilities up to date and to promote the teaching of career and technical education classes.

The program is a three-year course with a concentration in machining, drafting,

# DRAFT

sheet metal, welding and foundry. Students who graduate from the program can continue their instruction through the applied science and technology programs at Bakersfield College. In addition, local employers have offered job-shadowing and mentoring for students, as well as providing technical assistance and supplies.

The Arvin High School Manufacturing Career Pathway is now in its third year of operation, with 150 enrolled students. This program has been successful in providing students with training for high-wage, high-skilled jobs as machinists, assemblers, fabricators and welders.

## **Richmond After Dark: *Richmond Works***

***Richmond After Dark (RAD)*** was created to provide a safe environment for youth to congregate during the high-risk after-school hours of 3:00 to 9:00 p.m. The project's holistic approach to youth services includes components of academic assistance, employment counseling, life skills, support services and recreation. This unique approach to service delivery focuses on youth-driven operations and facilitation, with adult supervision and guidance to allow participants to develop the social and employment skills that are crucial to a successful life.

***“We hope that the participant’s newfound sense of direction and purpose will further eradicate both community and national concerns of youth violence and promote the development of a future employable workforce.”***

***– Ilona McGriff, Director, YouthWORKS***

RAD is available to low-income Richmond youth ages 14 to 21 afternoons and evenings from Monday through Saturday. Participants receive daily tutorials from 4:00 to 6:00 p.m., and are able to attend workshops offered through a partnership with Contra Costa Community College. Those who attend these free workshops are eligible to obtain high school and college credit. GED preparation is also available. The City of Richmond’s Recreation and Parks Department provides recreational activities, which help to create positive, structured opportunities for youth to spend their leisure time.

## **One-Stop Center for Youth: *Greater Long Beach Workforce Development System***

The Youth Opportunity Center (YOC) is a comprehensive One-Stop Center for youth and young adults, ages 14 to 24, who aim to maximize their educational and career opportunities. Employment referrals, computer training, job retention and advancement training, as well as an array of services to increase employability and work experience, are offered. The YOC’s mission is to work as a skilled and caring team to achieve excellence in youth development by establishing innovative partnership, and empowering youth to make significant contributions to their community and the workforce.

# *Workforce Investment Act*

## *Title I – Program*

### *Performance*

#### **Summary of California's Performance Outcomes**

*Once again, in the third WIA program year (PY), California's client outcomes demonstrate our local partners' continued success in connecting job seekers with jobs and improving the potential for our state's youth. California exceeded most of its performance goals for PY 2002-03. The state placed almost 35,000 workers in jobs through adult and dislocated worker programs. More than 83 percent of these workers were still employed six months after exiting the program. Among the state's youth, California has achieved similar success. For older youth, 71 percent of those served were placed in jobs, 80 percent of whom were still employed more than six months after exit. Among younger youth in the WIA program, the attainment rate for high school diploma or equivalent is improving, from 53 percent in PYs 2000-01 and 2001-02 to 64 percent for PY 2002-03. This reflects both better performance and a stronger working relationship among local workforce investment boards and their education partners.*

Although California's overall WIA performance is good, the state's slow economic recovery has made it difficult to reach the desired levels on the Adult Wage Gain and the Dislocated Worker Wage Replacement measures. This is due directly to economic conditions, slower wage growth, and suggestions of wage deflation. In addition, the client mix served by WIA programs changes when unemployment is high. Both the Adult Earnings Gain and the Dislocated Worker Wage Replacement measures evaluate program benefit based on the individuals' post-program earnings compared to pre-program earnings. If, prior to entering the program, a worker had an attachment to the labor market and some reasonable level of pre-program earnings – or in the case of a dislocated worker, very high pre-program wages – obtaining a large post-program earnings gain or wage replacement may be very difficult.

In the first year of the WIA Adult Program, the majority of clients were former Job Training Partnership Act (JTPA) clients. These clients, by statute, were subject to low-income eligibility criteria. Under the JTPA, 40 to 45 percent of clients received public assistance. Consequently, obtaining relatively large earnings gains for these

clients is only to be expected. On the other hand, for PYs 2001-02 and 2002-03 under WIA, the mix of clients changed, making it more difficult to attain large earnings gains. WIA is a universal access program, and a client's priority for services is defined at the local level. Although a large number of clients are low-income (73 percent in PY 2001-02 and 69 percent in PY 2002-03), a much smaller percentage are actually receiving aid. Consequently, a higher percentage of clients have some attachment to the labor market and some pre-program earnings. The result is that, although on average the clients' post-program earnings increased an estimated \$8.00 per hour in PY 2001-02 and about \$6.00 per hour in PY 2002-03, these increases were not sufficient to meet the state's earnings gain goals.

As for the Dislocated Worker Wage Replacement measure, it has been well documented that the recent slowdown in California's economy was strongly driven by declines in the dot-com business sector. These are highly-paid workers, and replacing their wages at the same level is extremely difficult. A recent draft report on the Bay Area economy from California's Regional Economies Project confirms that the state's economic slowdown between 2000 and 2003 was driven by the Bay Area economy, and that average wage growth in that area between 2000 and 2002 declined by 7.3 percent. This challenge, and its effect on California's Dislocated Worker Wage Replacement Rate, are confirmed in the WIA data. There are eleven local boards operating in the Bay Area. Of those, all but three reported wage replacement levels well below the state average for PY 2002-03. For that year, the wage replacement

levels for local areas in the heart of California's Silicon Valley are among the lowest in the state.

This version of California's Annual Report does not have contain the data tables that reflects WIA outcomes for each of California's 50 Local Areas Program Year 2002-03. The data tables may be viewed and downloaded by accessing the State Board's web site at <http://www.calwia.org/>.

## **Customer Satisfaction Narrative Annual Report PY 2002-03**

California is committed to continuous improvement of services to customers. Toward this goal, California expanded its customer satisfaction survey efforts this year. The statewide survey, incorporating the required questions on the American Customer Satisfaction Index (ACSI), continues from previous years. In addition, the state expanded the survey in an effort to obtain better information specific to local areas. The results of both efforts indicate that job seekers and employers were satisfied with the services they received.

The statewide study employing the ACSI methodology showed job seeker (participant) satisfaction with services at 76.05 percent, and employer satisfaction at 73.21 percent. Both measures surpassed the state goals of 68 and 66 percent, respectively. California continues to contend with a response rate that is lower than desired. For PY 2002, the response rate on the job seeker survey was 44.7 percent; on the employer survey, it was 59.4 percent. The EDD is working actively with the contractor conducting the telephone

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surveys, the Social Behavioral Research Institute of California State University San Marcos, to improve the survey response rates. Both the job seeker and employer survey response rates are up significantly from last year.

To evaluate customer satisfaction at the LWIB level, the state developed its own customer satisfaction methodology. The measurement index differs from that of the ACSI; however, the evaluation parameters are very similar to those used for the statewide survey:

- Responses were collected by telephone interviews;
- Participants were contacted within 60 days of the date of exit; and
- Employers were contacted within 60 days of receiving a substantial service from the LWIB.

For the LWIB study, employers and participants were asked their overall satisfaction with the services they received on a scale of one to ten, with one being “very dissatisfied” and ten being “very satisfied.” LWIB results are combined into regions and the regional scores are reported in the table below. The score reported is the average of all the responses for that region. The EDD staff would like to thank the LWIBs for San Diego and Los Angeles City for their special assistance in completing their local area surveys.

<b>REGIONAL CUSTOMER SATISFACTION RESULTS</b>		
<b>REGION</b>	<b>JOB SEEKER SATISFACTION</b>	<b>EMPLOYER SATISFACTION</b>
Humboldt, Mendocino, Northern Rural Training & Employment Consortium	8.31	8.75
Golden Sierra, North Central Counties, Sacramento, Yolo	8.85	8.11
Marin, Napa, Solano, Sonoma	8.62	8.87
Alameda, Contra Costa, Oakland, Richmond, San Francisco, San Mateo	8.56	8.25
Monterey, North Valley Job Training Consortium, San Benito, San Jose, Santa Cruz	8.37	9.10
Fresno, Kern/Inyo/Mono, Kings, Madera, Merced, Mother Lode, San Joaquin, Stanislaus, Tulare, Imperial	8.18	8.45
Santa Barbara, San Luis Obispo, Ventura	8.48	7.75
Carson/Lomita/Torrance, Foothill, Long Beach, LA City, LA County, South Bay, Southeast LA County, Verdugo	7.94	8.17
Anaheim, Orange, Riverside, Santa Ana, San Bernardino City, San Bernardino County, San Diego	8.30	8.80
<b>STATE</b>	<b>8.25</b>	<b>8.37</b>

## Adult WIA Program

<b>Table A</b> <b>Customer Satisfaction Results</b>						
Customer Satisfaction	Negotiated Performance Level	Actual Performance ACSI	Number of Customers Surveyed	Number of Customers Eligible for the Survey	Number of Customers Included in the Sample	Response Rate
Program Participants	68%	76.05%	507	81,150	1135	44.67%
Employers	66%	73.21%	815	395,200	1372	59.4%

Table B - Adult Program Results At-A-Glance			
	Negotiated Performance Level	Actual Performance Level	numerator denominator
Entered Employment Rate	70.0%	73.2%	21,012 28,721
Employment Retention Rate	78.0%	80.8%	20,036 24,804
Earnings Change in Six Months	\$3,400	\$2,759	\$65,648,638 23,798
Employment And Credential Rate	50.0%	53.9%	7,050 13,090

Table C - Outcomes for Adult Special Populations								
	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals With Disabilities		Older Individuals	
Entered Employment Rate	63.6%	2,442 3,841	71.2%	2,890 4,060	67.2%	2,114 3,145	65.3%	1485 2,274
Employment Retention Rate	76.3%	2,131 2,793	78.0%	2,457 3,149	78.6%	1,815 2,308	79.3%	1341 1691
Earnings Change in Six Months	\$4,110	\$10,965,303 2,668	\$1,916	\$5,685,481 2,968	\$2,768	\$6,129,323 2,214	\$664	\$1,055,926 1590
Employment And Credential Rate	48.4%	1055 2,182	47.9%	863 1,801	43.5%	499 1,147	49.4%	394 798

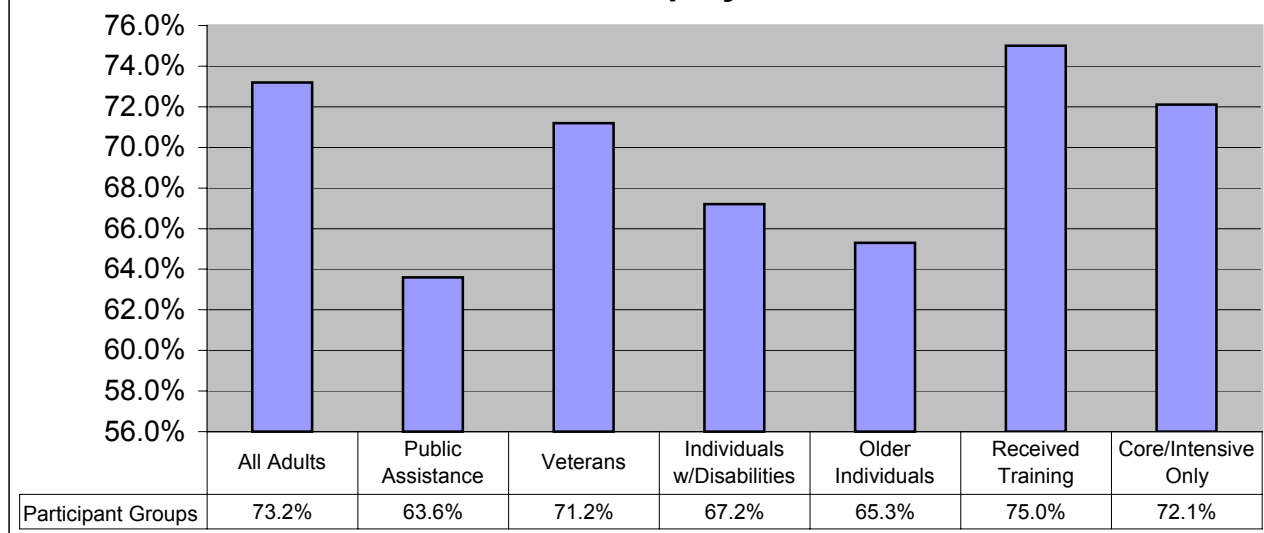


## Adult WIA Program

**Table D - Other Outcome Information for the Adult Program**

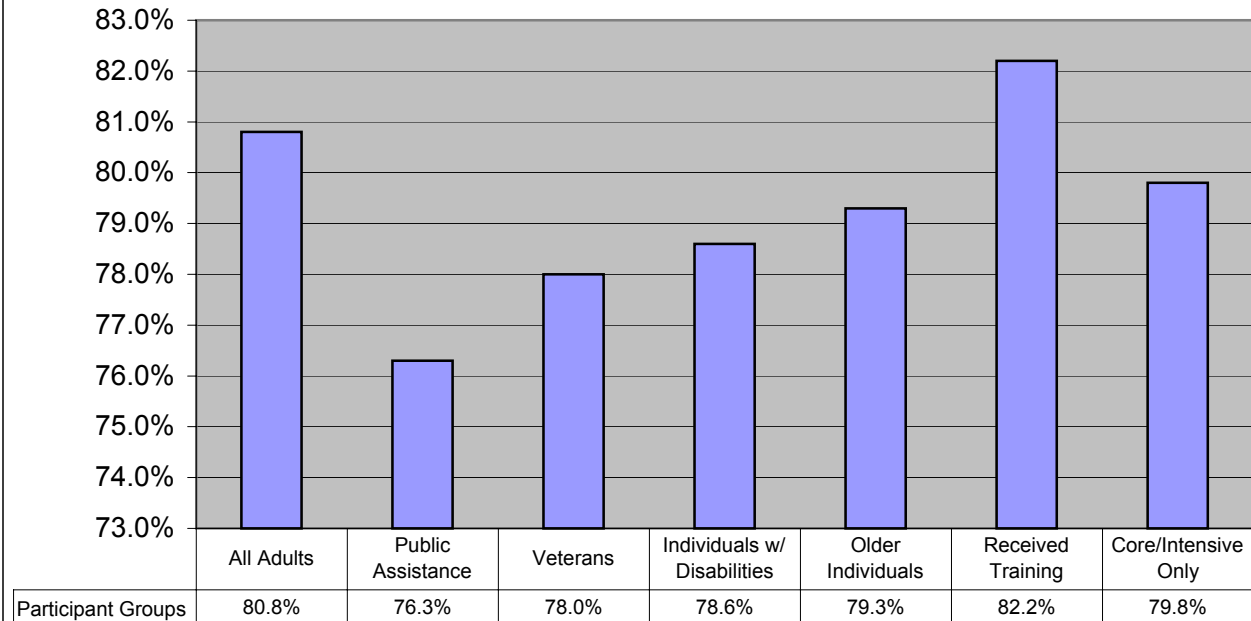
	Individuals Who Received Training Services		Individuals Who Received Only Core & Intensive Services	
Entered Employment Rate	75.0%	7,793 10,394	72.1%	13,219 18,327
Employment Retention Rate	82.2%	8,285 10,083	79.8%	11,751 14,721
Earnings Change in Six Months	\$3,515	\$33,688,301 9,583	\$2,248	\$31,960,337 14,215
Employment And Credential Rate	53.9%	7,050 13,090		

**Adult Entered Employment Rate**

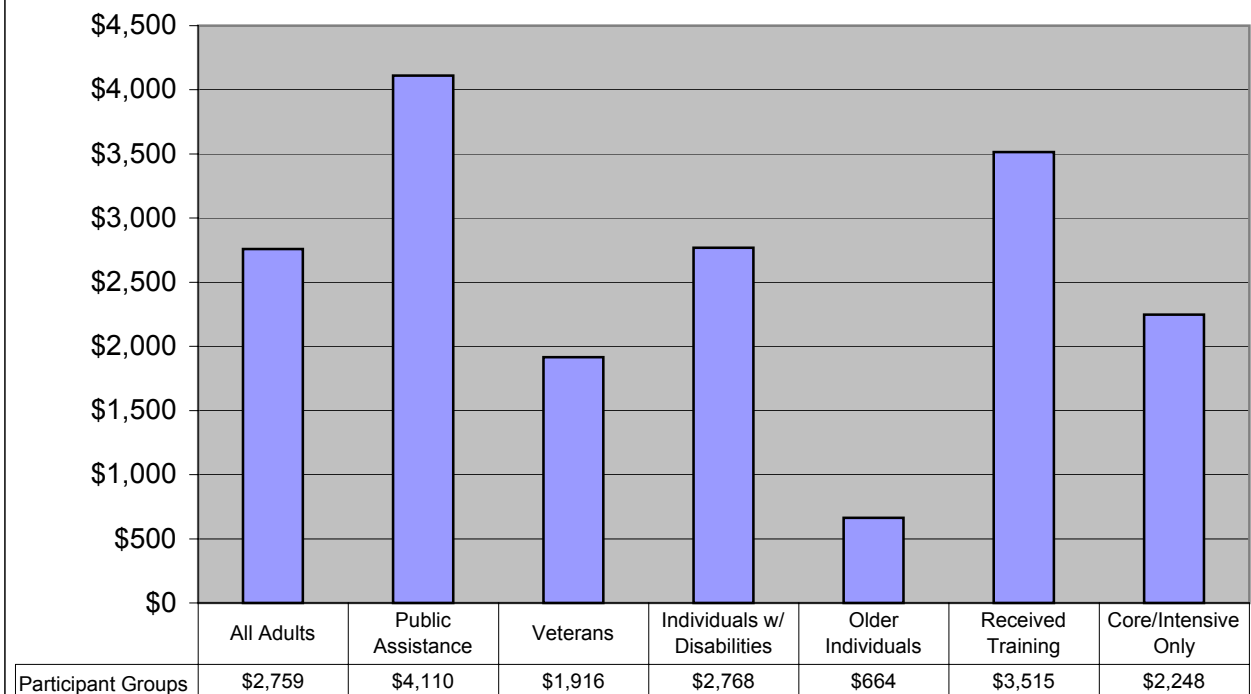


## Adult WIA Program

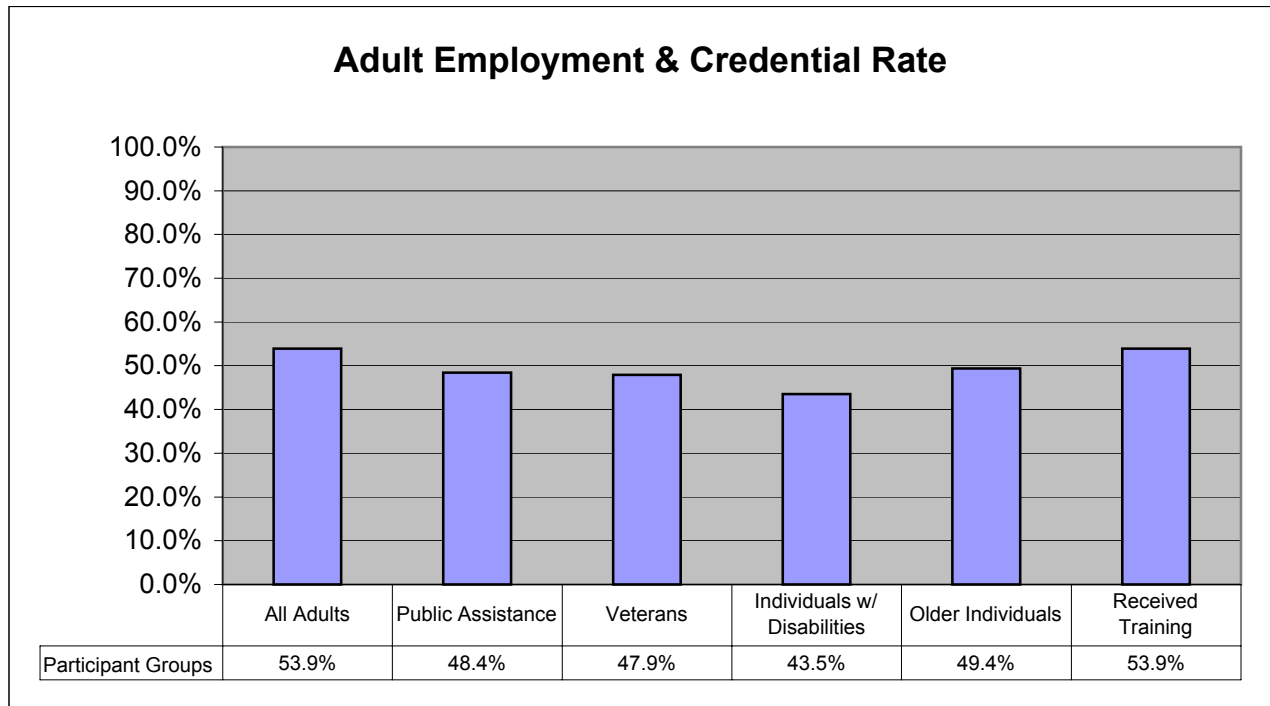
### Adult Employment Retention Rate



### Adult Earnings Change Rate



## Adult WIA Program



## Dislocated Worker WIA Program

**Table E - Dislocated Worker Program Results At-A-Glance**

	Negotiated Performance Level	Actual Performance Level	numerator denominator
Entered Employment Rate	70.0%	82.8%	13,717 16,576
Employment Retention Rate	85.0%	87.9%	12,061 13,717
Earnings Replacement in Six Months	88.0%	84.0%	\$169,141,667 \$201,279,277
Employment And Credential Rate	45.0%	65.4%	4,650 7,114

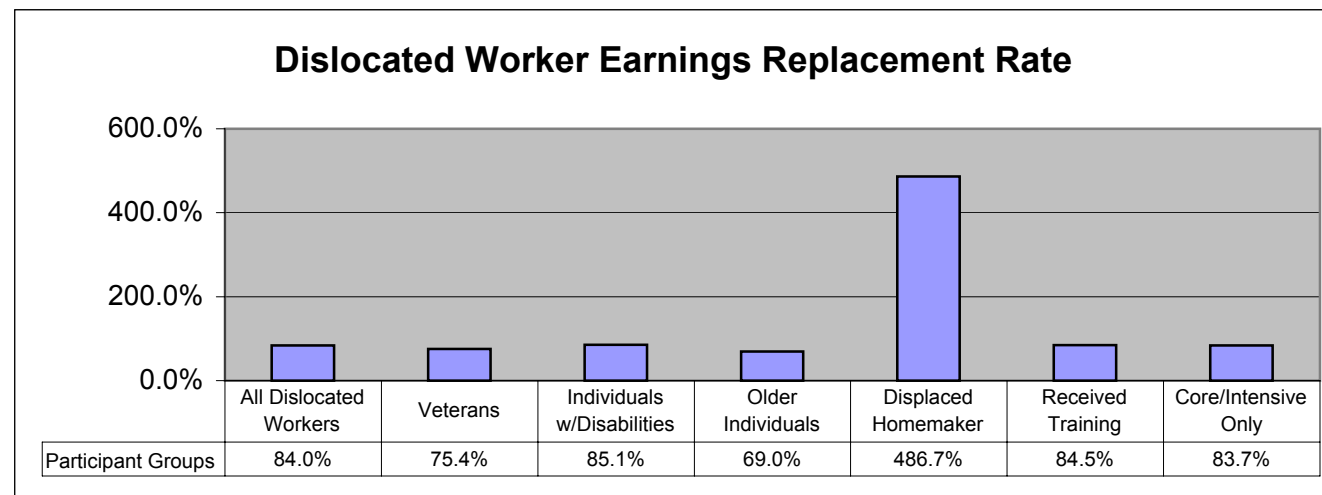
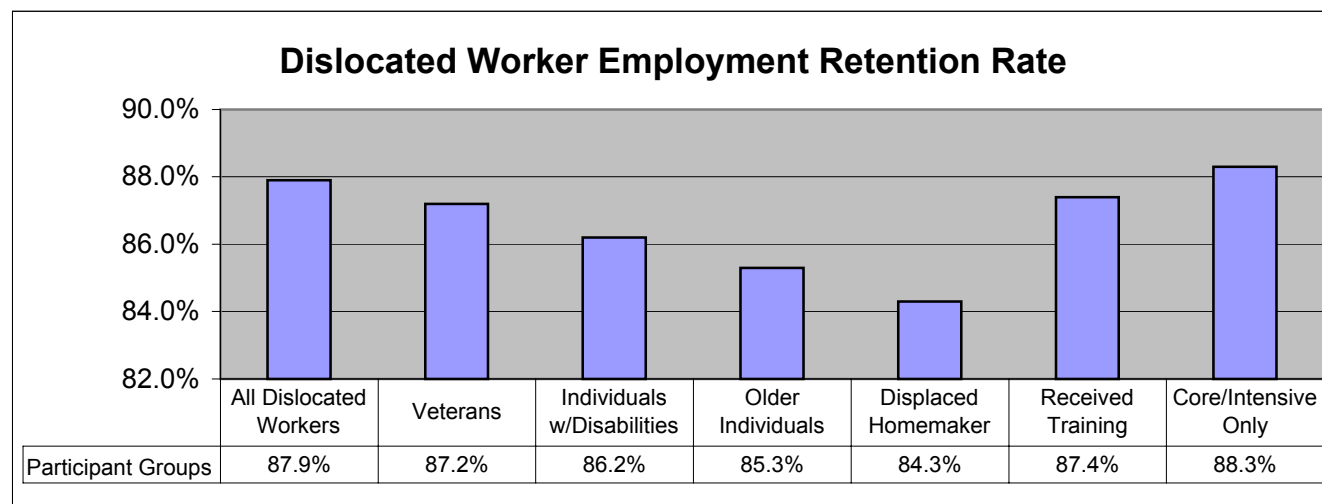
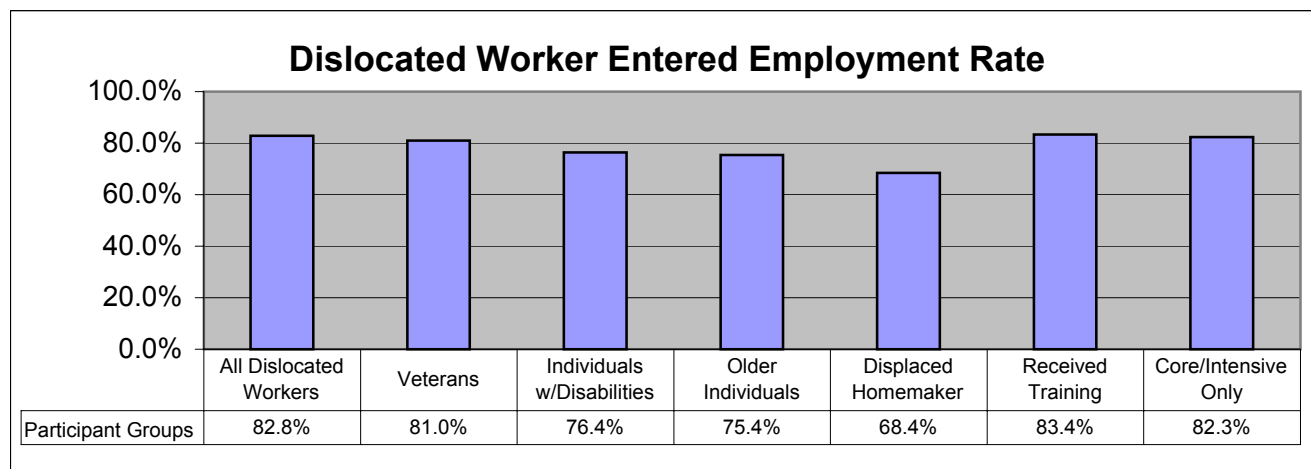
**Table F - Outcomes for Dislocated Worker Special Populations**

	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	81.0%	1,222 1,509	76.4%	682 893	75.4%	1,346 1,786	68.4%	108 158
Employment Retention Rate	87.2%	1,066 1,222	86.2%	588 682	85.3%	1,148 1,346	84.3%	91 108
Earnings Replacement Rate	75.4%	\$16,417,614 \$21,771,087	85.1%	\$7,687,725 \$9,031,199	69.0%	\$15,179,267 \$22,014,267	486.7%	\$859,249 \$176,537
Employment And Credential Rate	68.1%	468 687	62.6%	265 423	61.4%	421 686	46.7%	43 92

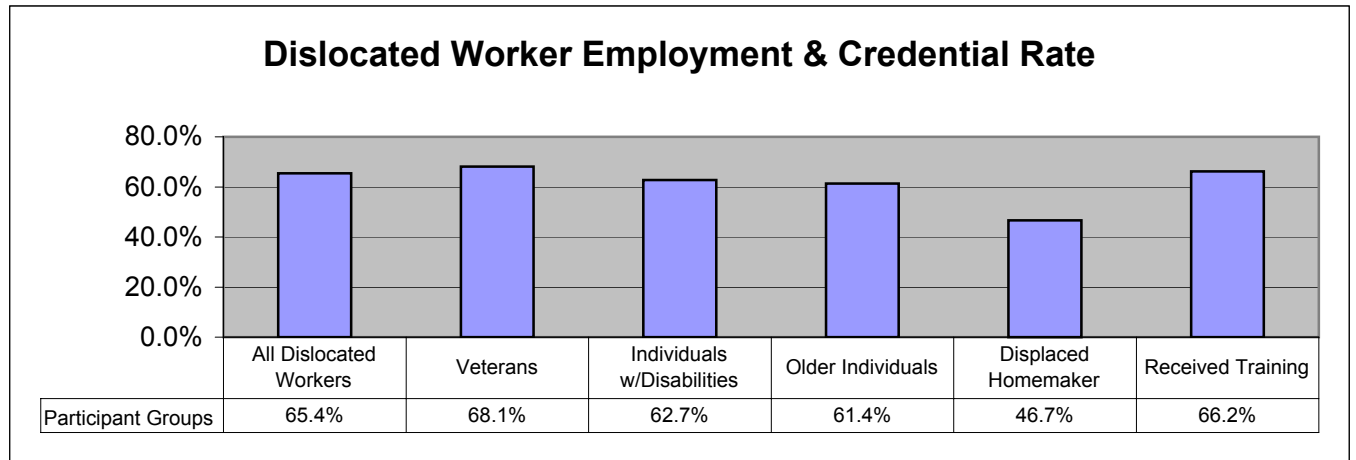
**Table G - Other Outcome Information for the Dislocated Worker Program**

	Individuals Who Received Training Services		Individuals Who Received Only Core & Intensive Services	
Entered Employment Rate	83.4%	5,934 7,114	82.3%	7,783 9,462
Employment Retention Rate	87.4%	5,186 5,934	88.3%	6,875 7,783
Earnings Replacement Rate	84.5%	\$69,367,145 \$82,076,083	83.7%	\$99,774,522 \$119,203,194
Employment And Credential Rate	66.2%	4,820 7,284		

## Dislocated Worker WIA Program



## Dislocated Worker WIA Program





## Older Youth WIA Program

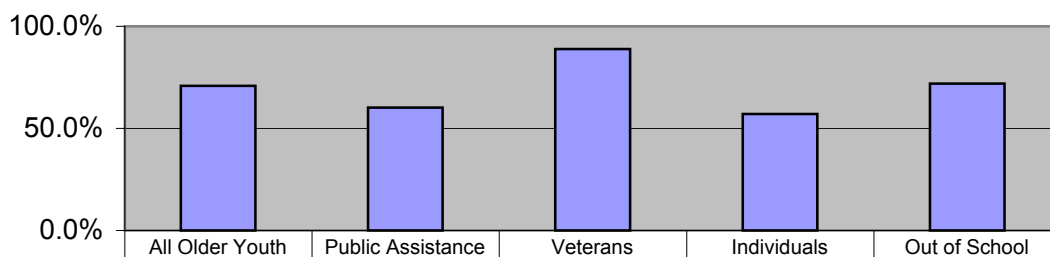
**Table H - Older Youth Program Results At-A-Glance**

	Negotiated Performance Level	Actual Performance Level	numerator denominator
Entered Employment Rate	58.0%	70.9%	1,935 2,728
Employment Retention Rate	74.0%	80.4%	1,688 2,099
Earnings Change in Six Months	\$2,700	\$3,464	\$6,750,644 1,949
Employment And Credential Rate	30.0%	32.5%	1,029 3,163

**Table I - Outcomes for Older Youth Special Populations**

	Public Assistance Recipients		Veterans		Individuals With Disabilities		Out-of-School Youth	
Entered Employment Rate	60.2%	401 666	88.9%	8 9	57.1%	132 231	72.0%	1,691 2,350
Employment Retention Rate	74.0%	307 415	90.0%	9 10	80.9%	114 141	80.5%	1475 1833
Earnings Change in Six Months	\$3,295	\$1,285,106 390	\$3,661	\$32,953 9	\$2,669	\$346,912 130	\$3,483	\$5,914,647 1698
Credential Rate	28.6%	211 739	63.6%	7 11	30.6%	83 271	33.1%	891 2,693

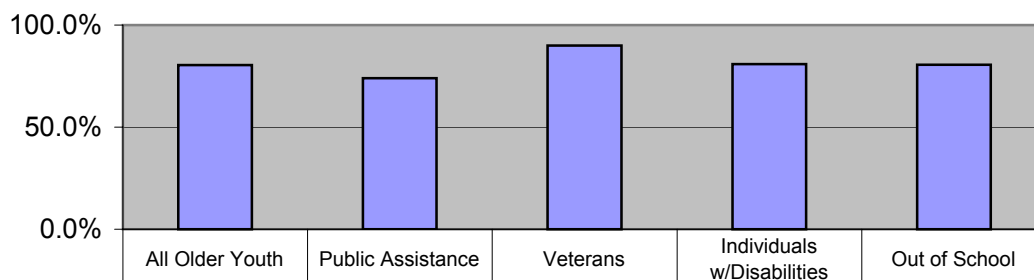
**Older Youth Entered Employment Rate**



Participant Groups	All Older Youth	Public Assistance	Veterans	Individuals	Out of School
	70.9%	60.2%	88.9%	57.1%	72.0%

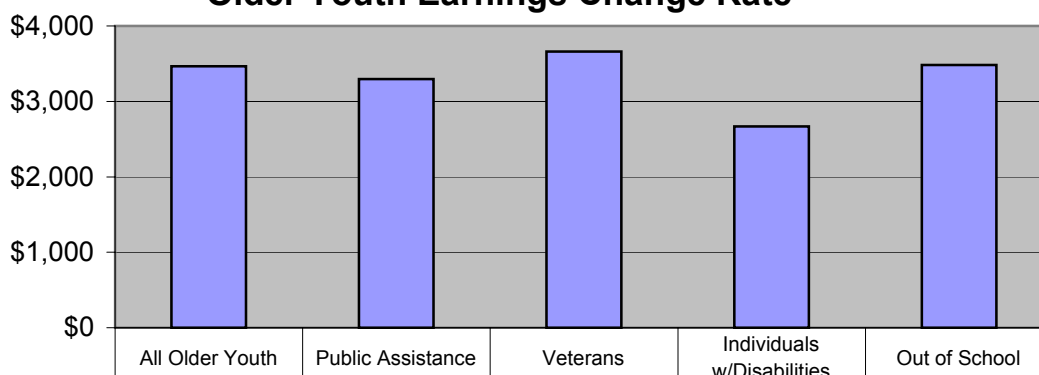
## Older Youth WIA Program

### Older Youth Employment Retention Rate



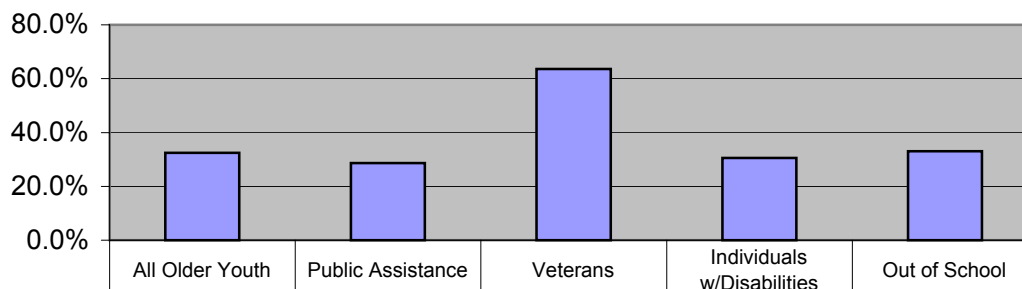
Participant Groups	All Older Youth	Public Assistance	Veterans	Individuals w/Disabilities	Out of School
	80.4%	74.0%	90.0%	80.9%	80.5%

### Older Youth Earnings Change Rate



Participant Groups	All Older Youth	Public Assistance	Veterans	Individuals w/Disabilities	Out of School
	\$3,464	\$3,295	\$3,661	\$2,669	\$3,483

### Older Youth Employment & Credential Rate



Participant Groups	All Older Youth	Public Assistance	Veterans	Individuals w/Disabilities	Out of School
	32.5%	28.6%	63.6%	30.6%	33.1%

## Younger Youth WIA Program

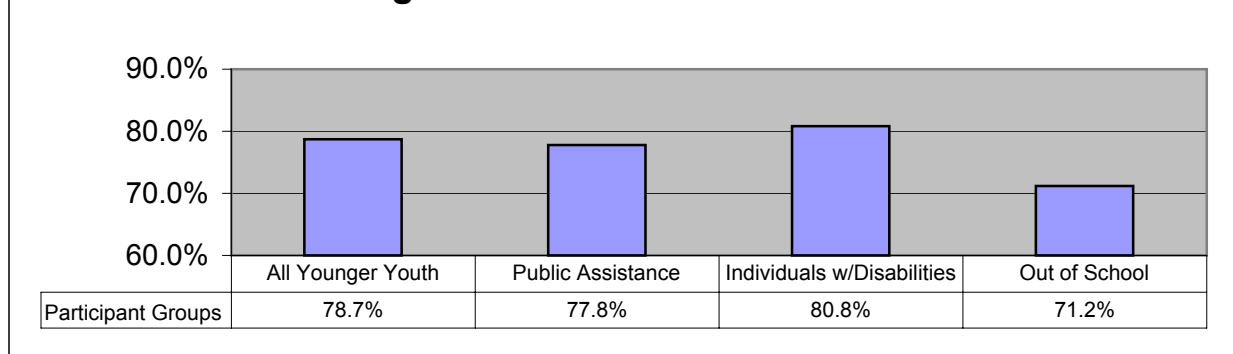
**Table J - Younger Youth Program Results At-A-Glance**

	Negotiated Performance Level	Actual Performance Level	numerator denominator
Skill Attainment Rate	75.0%	78.7%	31,631 40,175
Diploma or Equivalent Rate	45.0%	64.1%	5,710 8,908
Retention Rate	45.0%	59.0%	5,603 9,501

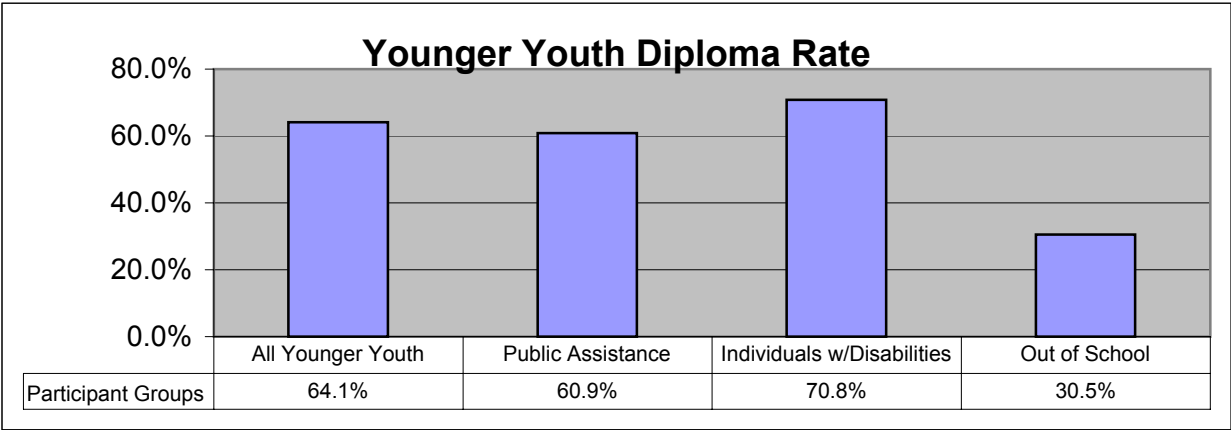
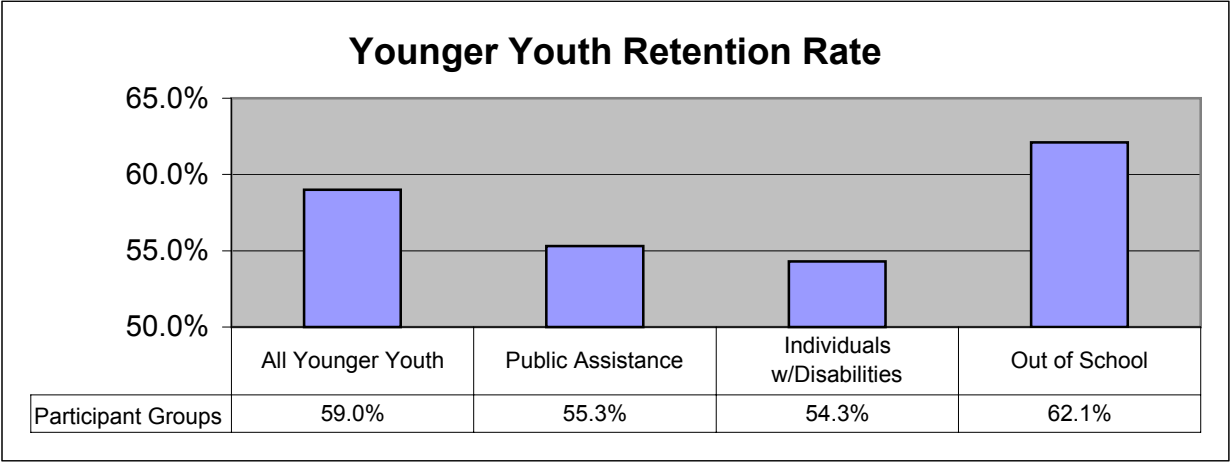
**Table K - Outcomes for Younger Youth Special Populations**

	Public Assistance Recipients		Individuals With Disabilities		Out-of-School Youth	
Skill Attainment Rate	77.8%	$\frac{10,995}{14,130}$	80.8%	$\frac{4,957}{6,135}$	71.2%	$\frac{2,725}{3,828}$
Diploma or Equivalent Rate	60.9%	$\frac{1,859}{3,051}$	70.8%	$\frac{1,058}{1,494}$	30.5%	$\frac{293}{962}$
Retention Rate	55.3%	$\frac{1,771}{3,202}$	54.3%	$\frac{823}{1,516}$	62.1%	$\frac{1,026}{1,653}$

**Younger Youth Skill Attainment Rate**



**Younger Youth WIA Program**



## Other Reported Information

**Table L - Other Reported Information**

	12 Month Employment Retention Rate		12 Mo. Earnings Change (Adults and Older Youth)  Or  12 Mo. Earnings Replacement (Dislocated Workers)		Placements for Participants in Nontraditional Employment		Wages At Entry Into Employment For Those Individuals Who Entered Unsubsidized Employment		Entry Into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
Adults	67.6%	7,794	\$2,857	\$30,985,595	4.2%	864	\$4,650	\$94,767,325	40.1%	8,187
		11,522		10,846		20,437		20,380		20,437
Dislocated Workers	74.4%	5,219	89.8%	\$82,643,456	3.2%	379	\$6,805	\$90,290,882	39.0%	4,600
		7,018		\$92,084,823		11,780		13,269		11,780
Older Youth	66.3%	751	\$3,647	\$3,650,790	2.7%	43	\$2,879	\$5,289,243		
		1,132		1,001		1,583		1,837		

## Participation Levels

**Table M - Participation Levels**

	Total Participants Served	Total Exiters
Adults	71,753	39,408
Dislocated Workers	41,148	20,151
Older Youth	7,863	4,054
Younger Youth	36,831	20,384

## Expenditure Report

Table N - Expenditure Report

Program Activity		Total Federal Spending	
Local Adults		\$136,605,746	
Local Dislocated Workers		\$124,116,512	
Local Youth		\$145,142,574	
Rapid Response		\$76,895,771	
Statewide Required Activities		\$6,704,634	
Statewide Allowable Activities	Program Activity Description		
		Health Care Initiatives	\$17,721,819
		Parolee Training	\$10,031,695
		Veteran’s Programs	\$6,119,793
		Miscellaneous	\$38,091,246
Total of All Federal Spending			\$561,429,790